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# The role of FM post pandemic: Delivering employee experience and meeting business needs

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## ABSTRACT

**Background and aim** – This paper reviews the engagement in a case study organisation adapting to hybrid working to determine the post pandemic role of FM and to understand how FM can drive and be a key stakeholder in the cocreation of the human-centric workplace.

**Methods / Methodology** – The study was carried out using an action research strategy with a mixed methods approach, which included use of observations, semi-structured interviews, workshops and employee pulse surveys at regular intervals over 11 months. The study engaged a range of employees, from junior leadership to board level executives who were part of the roll-out of a new way of working project.

**Results** – The research data suggests there is not a ‘one size fits all’ approach to ways of working for an organisation. The research highlights the importance of FM becoming the strategic leader for employee-led change to create a human-centric experience in the workplace; underpinned by engagement with employees, HR, IT, and senior management teams.

**Originality** – A focus on the use of human-centric leadership and the role FM can play in terms of the employee experience. This study is grounded within both academic theory and practical experience.

**Practical or social implications** – The implication of the research is highlighting the importance of the ‘workplace’ approach to change, encapsulating people, space, technology, and process with FM as a key stakeholder offering ‘the voice of the people’ and the operational underpinning required for the human-centric workplace to be achievable.

**Type of paper** – Research paper (full).

## KEYWORDS

Employee experience, FM leadership, hybrid working, human-centric, workplace.

## INTRODUCTION

The world of work is changing as we move through the pandemic. There are acknowledgements that the new ways of working have brought some benefits to business and their people, but some continue to find a path through their challenges. *“The shift to homeworking has been a positive experience for some whilst it continues to be a struggle for others. In the future, employers will need to offer flexibility and choice for employees about how and where they work, whilst re-thinking the function of offices as places to foster collaboration, build networks and facilitate in person knowledge transfer”* (Claire Tunley, CEO, Financial Services Skills Commission cited in KPMG, 2020, p.10). New ways of working or ‘hybrid working’ are being considered by organisations giving an opportunity to reduce property portfolio, deliver to the environmental agenda and to embrace the benefits this can offer in terms of staff motivation and the human-centric workplace (Fenton-Jarvis, 2021; Babapour Chafi et al, 2022). Even prior to the pandemic a changed way of working was being mooted, for example, in 2001, Vos and van der Voordt discussed the changes in modern society and the changes in technology which meant that

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people could work “*just as well at home, at the client’s or under way*” (2001, p.49) with recognition of the appropriate workspace/workplace for the need at the time. There was also recognition from Vos and van der Voordt that whilst working from home offers benefits there needs to be clear boundaries and delineation between work and home. Through the pandemic this has not always been easy to achieve, as for some people the workplace may have been their bedroom in a shared house, or the dining table and the impact of stress on individuals varies dependent on living arrangements (Royal Society for Public Health, 2021). Therefore, this research sought to understand the concept of hybrid working/remote working alongside the skills that organisations need to address in terms of their leadership and culture to enable them to maintain an engaged and collaborative workforce and the role that FM Leadership needs to play.

The research was focused in one organisation, ProfServicesCo (a global financial services company – anonymised for the purpose of the paper), which employs 100,000 people globally, with 3,000 within the UK. This strategic project was driven by the Head of the Property Services team to focus on new ways of working based on previous occupancy data and a timely opportunity to reduce the property portfolio but also to drive wellbeing and work/life balance through the reduction of commuting time and to meet the sustainability targets for the organisation. The study took place from February 2021 to January 2022 with the 3,000 UK employees split across five locations. The overarching research question was for FM to better understand the employee experience to meet business strategic objectives in a post pandemic world. The project KPIs included:

- Employee Feedback: focused on collaboration, satisfaction, wellbeing, connectedness, belonging, technology, space, relationships, and leadership.
- Management Feedback: focused on collaboration, satisfaction, wellbeing, connectedness, communication, effectiveness and efficiency, technology, and space.
- Sustainability: Measuring the impact of the project on corporate travel miles and personal travel miles and methods.
- Space: Utilisation and optimisation, effectiveness, design, and experience.
- Employee Experience: Space, technology, culture, engagement, job satisfaction, wellbeing, leadership, and culture.

This article will focus on the employee and manager feedback and overall employee experience surrounding new ways of working and how it impacts FM leadership.

## LITERATURE STUDY

The concept of a more flexible workplace is not new (Vos and van der Voordt, 2001) however due to the pandemic it has been forced on organisations to start to rethink their approaches. “Both the pandemic and Brexit uncertainties have opened financial services leaders’ eyes to new possibilities regarding working locations, not least working from. Wherever we land, there is little doubt that the ability to lead teams virtually, using digital solutions rather than in-person contact, will be the defining leadership characteristic of the next five years” (Tim Payne, Partner, People Consulting, cited in KPMG, 2020, p10). Bennet et al. (2009) discussed the need to ensure there is some form of social interaction which reinforces the need for contact to prevent isolation of workers and to create a shared sense of culture and values, but organisations need to revisit the forms this takes in terms of how they engage their staff with the office environment post pandemic.

The main considerations for organisations and the workplace as we move forward in 2022 are the organisational leadership, culture, technology, and space. In terms of leadership there needs to be a better understanding of the human-centric workplace, Fenton-Jarvis (2021) discussed the need for the leaders of the 21<sup>st</sup> Century to not be just “good at the job” but to have the ability and the will to listen

to their staff, to have empathy and to be human in terms of bringing their full self to work, and recognising this as a way to empower their followers and embed a sense of trust and psychological safety (Edmondson, 2014). Working in a hybrid way has trust at its heart and leaders need to focus on how they can create the collaborative working environment in diverse ways rather than just having people “sat” in the office (Edmondson, 2020). The concept of collaboration and connection needs to be a focus for organisations; allowing people to still feel connected and engaged in the organisation and to not feel excluded through hybrid/remote working (Fenton-Jarvis, 2021; Babapour Chafi et al., 2022); and to encourage leaders to be open and honest and courageous enough to embrace their vulnerability and to be imperfect (Brown, 2012); and to epitomise the concept of authentic leadership (Kernis and Goldman, 2006; Gardner et al., 2021). Authentic leaders are defined by George and Sims (2007, p.xxxi) as *“genuine people who are true to themselves and to what they believe in. They engender trust and develop genuine connections with others. Because people trust them, they are able to motivate others to high levels of performance”*. Authentic leadership links closely with the concept of a coaching culture (Clutterbuck and Megginson, 2005; Hawkins, 2012). Bull and Stokes (2020) referred to the use of embedded reflective practice in an organisation to encourage the coaching culture approach and reduction of blame, to be able to be psychologically safe to share and learn from mistakes (Brown, 2012) and to embed a concept of learning through the organisation (Cunliffe, 2009).

Couch, O'Sullivan and Malatzky (2021) discuss the benefits of working from home for working mothers through the pandemic and the impact this had on managing conflicting demands as a mother and academic. The paper drew on personal reflections but identified some key areas of consideration of the practicalities that working from home can offer, including flexibility and productivity. However, they also recognised the blurring of boundaries and also the potential damage of not being seen to be present in the workplace which could have an impact on potential career progression. Presenteeism is a damaging concept and there needs to be a focus on outputs not input from organisations as we move forward in a tech-savvy world. *“It’s a new reality that we’re settling into, with employees finally feeling valued for their work and not for irrelevant metrics that simply quantify their working day, without any real link to the contribution they make to the business”* (Gegg, 2022: para 22). Why would it matter if people are not “sat at a desk” if the work is being delivered? There is also a need to understand why people would come into the office to sit in “online meetings” (Fenton-Jarvis, 2021), there needs to be greater consideration of what offices are for now. Again, Vos and van der Voordt (2001) challenged the focus of office space as a place for collaboration as opposed to individual work. Bell et al (2008) recognised the importance of the workplace being a place to engage and participate in the organisation, but not focused on a place to “come to work”. The Leesman report (Oldman, 2021) Why Workplace: A leader’s guide to rebuilding the post-pandemic workplace has continued the challenge on the role of real estate and FM, but also the need to ensure we have a strategic approach for organisations as we find the new normal in a post pandemic world.

As we move forward to working in a hybrid way, we need to be careful about the wistful comments being made to the “old ways”! The Leesman report (Oldman, 2021) refers to the overhyped discussion of the “water cooler moments” that appear to focus on only the positive conversations whereas in reality these can also be “toxic”. There is however a need to consider how the informal social interactions and informal unplanned meetings will occur and how spaces can support this. More concerning is the lack of strategy for our workplaces and our people, the Leesman report offers an insight from their poll with real estate and workplace leaders *“70% said that they have a plan for the post-pandemic workplace, so the reset is underway. Yet only 36% had communicated this to employees, and a worrying 29% were still “at the early stages of formulating a plan”.*” (Oldman, 2021:39). As Abisuga et al. (2021) discuss, in terms of post occupancy evaluation, there is a need to address the FM relationship with end users; however more generally if there was improved communication this would

ensure FM are not only feeding into the strategy but drawing on the thoughts of these end users to help formulate it. Abisuga et al.'s (2021, p16) research also found that the view of the end users was that *“facility managers’ neglect of users’ participation, poor communication, and facility managers’ reactive nature.”* As we move forward, we need to ensure there is a clear communication channel between the leadership team, employees, HR, and FM. As the Leesman report (Oldman, 2021, p72) suggests *“employees are developing strong opinions”*. The space that FM creates to encourage participation in the “office” needs to be carefully considered with a clear organisational strategy in place. The FM and Property teams will need new skills, to include soft skills such as ‘psychology and communication’ and also hard skills such as data analytics with greater understanding of the “workplace why”? (Oldman, 2021). Bull and Brown’s (2012) research on change communication found that end users needed to be consulted, and ensure that their feedback is listened and responded to, with an explicit explanation of the “why” when changes are being made to ways of working by Estates and Facilities within a large organisation; without this approach it increases the dissatisfaction of working for the organisation.

In terms of the practicalities, with only 1 in 2 employees agreeing their workplace enables them to be productive (Leesman Index, 2016), the Stoddart Review concluded that the office environment being key to productivity with just a 1% increase in productivity across the UK macroeconomy adding £20 billion to the national output. *“...the more tailored the infrastructure (hard, soft, and virtual) to the needs of those it accommodates, the better employees perform”* (2016, p.6). The Stoddart Review (2016) also concluded that technology is bringing people together to facilitate greater levels of collaboration and innovation, with a workforce who have access to good technology having the choice between going to the office or not, with the office playing a vital role in facilitating community and cohesion. *“...the tech-enabled workplace...is also the most humane workplace delivered to date. It provides a level of individual customisation and data previously unimaginable”* (p. 6). The brief literature review has highlighted the need for FM to engage with their leadership, culture, and people skills alongside technology/hard skills as we enter a period of change in working practices and workplaces.

## RESEARCH METHODS

The research was developed using an action research methodology (Eden and Huxham, 1996) over a period of 11 months. The chief investigator developed a 12-step journey (figure 1) for the organisation, which resulted in the use of a mixed method approach (Ivankova and Wingo, 2018) and delivery of a set of recommendations for improvement and review (Robson, 2002). As part of the case study the mixed methods used included three surveys, pre-project (February 2021), during the pilot (June 2021) and December 2021 (after the project six-month pilot had been completed), onsite observation, workshops, and semi-structured interviews (Coghlan and Brannick, 2005).



Figure 1 The 12-Step Journey (Fenton-Jarvis, 2021).

A new way of working 3:2 was the first pilot, whereby people worked 3 days within the office and 2 days from home. The iteration following data collection was then 2 days within the office and 3 days from home. The status quo is 2 days within the office and 3 days from home, however, that is now flexible for leaders to define in line with individual and departmental needs. A summary of the phases and the activities undertaken can be found below:

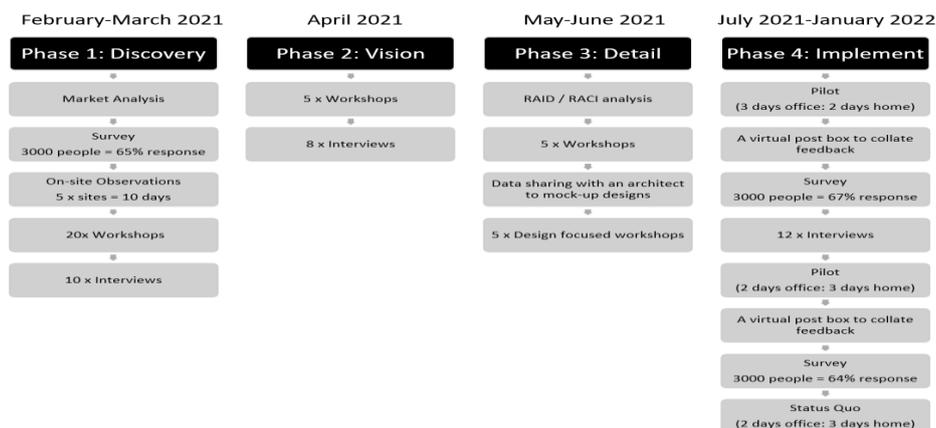


Figure 2 The steps in the research.

**Phase 1 Discovery:** During this phase, the project focused on understanding the voice of the people and experiences of working throughout the pandemic (Schein, 1999), the survey was designed based on initial discussions with the organisations’ leadership to determine the current ways of working, the desired future state and the challenges and steps needed to be overcome to achieve such a future state (Saunders et al, 2009). The survey was sent to all 3,000 employees and consisted of three sections: Part 1: Understanding the current experiences towards space/technology/culture; Part 2: Capturing feelings in relation to future desires; Part 3: (Managers only) The effectiveness and efficiency of teams. Following the survey, which had a 65% response rate, and subsequent thematic analysis, using the action research approach, onsite observations took place at each of the five sites over a 10-day period (two days at each location), with two workplace consultants observing a cross-section of teams and departments (Gobo & Marciniak, 2011). The observations were conducted, with minimal interaction, so as to minimise

changes to people's behaviours (Robson, 2002). During the observations, the following was being observed: 1. The physical location of the teams on the floors. 2. The movement of people throughout the spaces, in particular observing if all work was completed at a single desk location. 3. The technology being used. 4. The number of meetings taking place. 5. The 'watercooler' serendipitous conversations taking place.

Semi-Structured workshops were also undertaken at the sites with a purpose of listening to the voice of the people and diving deeper into key themes from the survey and on-site observations (Ørngreen & Levinsen, 2017). The workshop participants were self-nominated, with a question being asked within the phase 1 survey whether they would like to take part in future workshops and/or interviews. There were 20 workshops, ranging from 5-8 people within each one, with a semi-structured nature the following themes were structured for discussion: the impact of remote working on team connectedness; the impact of remote working on wellbeing; the impact of remote working on team communications; the types of spaces required for teams to work effectively; and the technology required to support a hybrid world.

Semi structured, explorative interviews (Longhurst, 2010) were undertaken in February and March 2021 with ten employees (knowledge workers) with the focus being on what their desired experiences were and how new ways of working would achieve such experience for them to be effective in their roles and thrive as people. Interviews were conducted virtually with participants taking part from across the five workplace locations. The interview transcripts were analysed for thematic trends to discover patterns, visualise, and share findings (Braun & Clarke, 2012). The coding process required the reading and re-reading to develop an in-depth understanding, the themes process was reviewed three times to ensure accuracy of the data buckets and to realign the buckets where similarities existed (Braun & Clarke, 2019).

**Phase 2 Vision:** the findings from Phase 1 were taken into phase 2 to create the vision. Within this phase the findings were discussed at a strategic level to create a business case for change, discuss the art of the possible and carry out a cost x benefit analysis. Eight one-to-one interviews were carried out with leadership and c-suite to capture qualitative feedback of their experiences and thoughts for the future (Chevalier & Buckles, 2019).

**Phase 3 Detail:** utilising the survey and one to one knowledge worker interviews into five workshops with management in order to map out the future working practice and align it with the business culture and strategy. Risks, assumptions, issues, and dependencies were analysed alongside identifying the key stakeholders who are responsible, accountable, consulted, and informed. Data was shared with the architects and designs were mocked up which were then discussed with key stakeholders in a further set of five workshops with a cross section of knowledge workers and team leaders/managers (Luck, 2018).

**Phase 4 Implementation:** the roll-out of new ways of working pilot commenced with people working in an office for 3 days and at home 2 days (Lahti & Nenonen, 2021). Feedback was collected on a daily basis via a virtual 'post-box' and after 3-months a survey was launched to capture further feedback regarding people's experiences throughout the 3-month period of new ways of working which focused on the experience and adoption of:

- Smart Technologies: Space Booking / AV / A new video conferencing solution / Interactive whiteboards.
- Activity Based Working: Spaces and furniture to aid collaboration, communication, concentration, contemplation, and curiosity.

- Increased flexibility: From 9-5pm Monday to Friday in an office to 3 days in the office with only set core hours of 11-2pm for everybody, providing flexibility of the working day.
- A new leadership approach: From traditional time driven performance management practises to output driven management, focusing on changing the parent-child dynamic to an adult-adult dynamic.

Following thematic analysis, twelve interviews were conducted with departmental managers to explore leadership and management perspectives of guiding principles for the team. This then led to amendments to the proposed new ways of working, to people working in the office 2 days and at home 3 days (Zuber-Skerritt, 2021). Feedback was once again collected on a daily basis via a virtual ‘post-box’ and again after 3-months a survey was launched to capture further feedback regarding people’s experiences throughout the 3-month period of new ways of working which focused on the experience and adoption of smart technologies and activity-based working as before but also included:

- Increased flexibility: From the 3 days in the office with set core hours of 11-2pm for everybody to 2 days in the office with the continued set core hours of 11-2pm.
- Leadership: With a focus on leadership providing regular feedback and ensuring non-transactional conversations to build relationships and trust.
- Continued professional development: Structured courses / in-house training and mentoring.

## RESULTS

Throughout the research project which included: surveys, on-site observations, one-to-one interviews and workshops, engagement was high from the knowledge workers, however the senior management were sceptical about changing working practices, evidencing a sense of nervousness and a reluctance to engage a levelling up of working practices. The author noted a sense of ‘loss of control and power’ for the senior executives and a sense of mistrust for flexible working. There was also concern about cellular offices being removed and therefore a loss of status. The key themes running through the surveys/workshops/interviews before, during and after the project from the cross section of respondents is summarised below:

**Table 1** Phase of the project and the feedback trends across each organisational subset (reference 1).

Project Phase	Knowledge Workers	Leadership	C-Suite
Before (0 days working at home)	Flexibility, trust, technology, community, gratitude, and experience.	Presenteeism, productivity, teamwork, and data reporting	Productivity, churn and retention, teamwork, process, experience, presenteeism and trust.
Pilot (3 days office, 2 days home)	Flexibility, trust, communication, learning, mentoring, community, team, technology, and wellbeing	Childcare, onboarding of new recruits, communication, working patterns and times, being contactable, cameras on during VC calls.	Trust, productivity, performance, team effectiveness, communication, uncertainty, culture, and wellbeing.
Pilot (2 days office, 3 days home)	Flexibility, trust, culture, learning, processes, team, and cross-departmental communications	Presenteeism, productivity, being contactable, technology, culture, visibility, and wellbeing.	Productivity, culture change re: hierarchy, visibility, communication, and data reporting.

Before the project commenced, the normal operating model for the organisation was 9-5pm Monday to Friday in an office. Internal employee engagement surveys captured that people were wanting increased flexibility and trust, better technology and an office which offered community and experience. Leadership had concerns about presenteeism, productivity and a lack of transparency of data reporting. The C-Suite were concerned about productivity, churn and retention, inefficient processes, and trust (Edmondson & Mortensen, 2021). When people worked within the office for 3 days and at home for 2 days, the feedback from knowledge workers was themed around flexibility, trust, communication, learning and mentoring, technology, and wellbeing. The standout positives focused on: reduced commuting and the time gained back (90%), increased concentration and productivity (29%), a better work life balance (22%). Comments included:

- *“Our team has worked very well, made us communicate better with each other and less travel time and wear and tear on my vehicle. spending more time at home, I've now become used to this new way of working, although do miss the office also”*
- *“A better work life balance as I don't have 2 hrs commute every day, getting out for more exercise and more time for myself”*
- *“Better flexibility, better interactions with my team who are located over 2 sites, more relaxed atmosphere, not having to struggle through traffic in rush hour”*

When the pilot changed to 2 days in the office and 3 days working at home, people felt their wellbeing increased (51%) they had more time with family (49%) and people felt more productive (40%). Experiences varied throughout the first part of the pilot (3 days in the office, 2 days at home). Many challenges were experienced, ranging from childcare (70%), loneliness (34%), a lack of dedicated space at home (39%), too much screen time (24%) and wellbeing (72%). Comments included:

- *“Workload has expanded and inefficiencies of WFH mean that working time has expanded to take up time that used to be used for active commute so now much less active and unable to switch off from work properly”*
- *“The lack of informal communication with team members and having to ask all questions over Teams/phone call and not being able to quickly pop to a colleague's desk to ask a question/show them something”*
- *“As I live on my own, I sometimes don't see anybody else all day, that can be a bit of a downer. Back-to-back meetings on teams all morning is also a killer as one usually begins before the previous one finishes.”*

When the pilot changed to 2 days working in the office and 3 days working at home, people found childcare easier, wellbeing improved, and people reported they had more time to exercise. The November 2021 survey data found that 50% of people had a dedicated room to work from, 35% had a dedicated area but not a separate room, and 15% of people were working from wherever they could i.e., kitchen table or sofa. 89% of people had a desk (an increase from 67% in February 2021), 79% had an ergonomic chair (an increase from 41% in February 2021), 62% had a second monitor (an increase from 50% in February 2021), 97% had Wi-Fi (an increase from 78% in February 2021) and 92% had an audio headset (an increase from 64% in February 2021).

The challenges highlighted how FM can transform their leadership to overcome such challenges. The future office should act as a hub for community, collaboration and connection and adding variety into the working week. The role of FM isn't just within the workplace, the working from home environments also need to be catered for, from providing equipment, such as second monitors and ergonomic chairs, to supporting wellbeing education through training and communications. Communication was a challenge, with nine accepted platforms for communication used within the organisation. MS teams was the most adopted with 80% of respondents utilising it. Throughout the project, the communication

platforms were reduced down to 4 key platforms, with 100% of people utilising MS teams to aid collaboration and streamlined communications.

The data showed people wanted flexibility between working in the office and working from home. The data highlighted that 92% missed people when not working in the office, 46% said they found face to face meetings to be more effective, 67% stated they wanted the work life balance / routines and structure that the office gave them. 60% said they missed the atmosphere of the office and the banter, with other responses including missing the on-site catering, the physical office set-ups, and printing facilities. When asked about ideal working patterns in the future, 30% wanted to work in the office 1 day, 27% wanted to work in the office 2 days, 13% wanted to work in the office 3 days, 26% wanted to work in the office depending on the tasks they were carrying out and only 2% of people wanted to work in an office 4 days, and 2% 5 days. This data highlighted the need for change away from the 5-day working week in an office, and also highlighted that each individual had their own individual needs and wants for their future working patterns.

The main concerns about working in the office in the future provide an opportunity for FM leadership to adapt and transform. Catching covid-19 (95%) provides an opportunity for FM to communicate how they promote and manage a safe working environment for all. Commuting was a key concern (60%) which may provide FM with an opportunity to adopt a new location strategy for their real estate, potentially signalling the need for a hub and spoke model. People were also concerned about returning to the office and not having an assigned desk (50%) signalling a strong attachment to their individual spaces. This provides FM with an opportunity to untether people from their territorial thinking related to the assigned desk and instead create the sense of belonging within the wider building to the organisation, their colleagues and the community feel. When asked what people would go to an office for, meetings (25%), socialising and connecting (28%) and 1-2-1's with line management (21%) were the most popular answers. Other responses included innovating (10%), printing and admin (10%) and concentration work (5%). This data provides FM with the opportunity to ensure the physical spaces meet the requirements of the users which focus on connection, community, and communication (Nanayakkara et al, 2021).

## CONCLUSIONS

The research has found that the FM role is to deliver a workplace experience which meets individual preferences, through a human-centric approach (Fenton-Jarvis, 2021), to deliver strategic business objectives; there is not a 'one size fits all' approach to ways of working for an organisation. Employees have complex and individual needs, alongside team working, cross pollination of departments and expectations around structured learning and mentoring. To achieve this FM need to act as the super connector between the employees, HR and IT; through regular communication and feedback loops, with a mindset of continuous improvement. Key themes from the project are highlighted below:

**Table 2** Themes and Key Findings.

Theme	Key Findings	References
<b>The Physical Location</b>	Individuals have a range of working from home experiences from dedicated rooms, dedicated areas, to working wherever they can find a space which impacts upon wellbeing, productivity, and experience	Oldman, 2021
<b>Equipment</b>	Individuals have a range of working from home physical set-ups which need to be assessed on an individual basis and in line with job function. Not everybody requires an audio headset and two monitors, but a desk and an ergonomic chair should be considered as hygiene factors	Hertzberg, 1959; Samani, 2015; Carter et al, 2020
<b>Communication</b>	Individuals have different communication needs, preferences, and desires. 20% of people choose to communicate via WhatsApp, 10% of people want	Quirke, 2008; McAlpine,

	to communicate via email and 44% of people miss face to face meetings. Organisations must communicate in a range of methods and empower individual choice	2018; Hayes et al, 2021
<b>Homelife</b>	Individual experiences when working from home are affected by many factors. Whether they live alone, the length of commute, whether they have childcare responsibilities, their physical set-up and wellbeing. FM has an opportunity to cocreate the human-centric workplace through listening, empathy, agility, and human experience	Royal Society for Public Health, 2021; Oldman, 2021
<b>Office needs</b>	Individuals needs and desires of the office, from social interaction to the on-site facilities, and the physical set-up and concerns relating to covid-19, childcare, family life and wellbeing all affect the employee experience and how an office is optimally designed for productivity, experience, and wellbeing (Haynes, 2008). FM is well positioned to transform and drive a human-centric approach to enable all people, no matter where they are located.	Haynes, 2008; Babapour Chafi et al, 2022
<b>Individual Preference</b>	Individual's preferences for future ways of working vary, 30% wanted to work in the office 1 day, 27% wanted to work in the office 2 days, 13% wanted to work in the office 3 days, 26% wanted to work in the office depending on the tasks they were carrying out and only 2% of people wanted to work in an office 4 days, and 2% 5 days. People want choice!	Fenton-Jarvis, 2021; Oldman, 2021
<b>Role of FM</b>	To avoid knee jerk reactions, decision making must be data driven, and collaborative amongst HR, FM, and IT. These teams must take time to reflect, analyse, pilot, and iterate and always remain curious. FM has an opportunity to transform their leadership to drive the human-centric workplace	Nanayakkara et al, 2021; Fenton-Jarvis, 2021; Abisuga et al, 2021

As per Fig 1, this is an evolving process, the workplace is a living breathing dynamic “thing” and therefore will never be finished (Usher, 2018). This case study is ongoing as it moves into the next phase of transformation.

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