

Troubleshooting Change

David Reynolds, RCFM

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Facilities Management

Change Management



Parties to change

Changes in what, where, and how organizations do their work often involve the built environment and its assets. Facility management may have a leading or supporting role in making a change or just stay informed to respond as stakeholder needs arise. Change is a given for everyone in an organization, but successful change is not. What conditions can managers of the built environment look for and mitigate if a planned change slows, stops, or performs below expectations?

Even with extensive planning...

In a [recent webinar](#), Jane Young of HubStar sketched the circumstances of implementing changes with consideration of people and their work. She cautioned that seemingly judicious planning and implementation may nonetheless produce unsatisfactory progress and disappointing results. What can we look for and mitigate if this happens – as it often does?

What to spot and mitigate

- Is the change balanced with continuity where possible? Adjust balance if unnecessarily heavy toward change.
- Is the change based on clear, sufficient, evidence?
- Conflicting information is circulating concerning the change? Reconcile all information.
- Are either economic or organizational aspects insufficiently recognized? Both are principal. Correct by adding attention where short.
- Organizational health: are people joined toward a common goal, with autonomy, resources, and trust prevalent?
- Change processes are over-controlled? Limiting controls can improve results.
- Is management taking part in creative, open ways, joining in implementing the change?
- Do the participants implementing the change demonstrate practical, specific actions and their effects to the affected parties as the change progresses?

And...

- Appreciate that the initial default view of change is as a threat.
- Market the change, showing substantially why and how it is good for all parties.

A comforting conclusion

Change is frequent and strongly consequential to organizations. People are uneasy about the disruptions, costs, and risks that change can bring in their areas. Changes may mean problems as much as gains. How can this comfort and encourage? The above points, essentially what speaker Jane Young put forward, have the reassuring property that, when one of more calls for attention and improvement, expert knowledge and experience are widely available to inform or intervene. The list covers what to find, probe, and fix. Stay alert and involved.



David Reynolds, RCFM, is a senior consultant in management for the built environment. He is a partner in GFMA Global Strategy Advisors, LLC and maintains memberships in IFMA and the World Association of PPP Units & Professionals (WAPPP). David has extensive experience implementing and managing projects and programs with facility planning, operations, and maintenance.