



**Theme:** Leadership

**Title:** **Leadership is Quality Driver - Embedded in Facility Management Education**

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**Abstract**

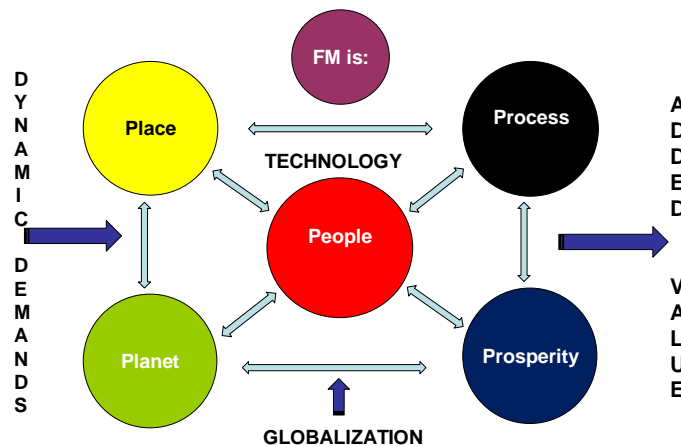
We present how our education at Hanze University of Applied Sciences Groningen delivers young professionals with leadership skills who add value by practising a sustainable approach of Facility Management.

In Europe organisational environments change rapidly. We experience new concepts of organising and working, customers who require quality i.e. high standards with competing prices. We see organisations struggle with issues as sustainability and ageing workforce. In order to remain competitive European organisations must align all processes in order to add maximum value.

We see Facility Management (FM) as an essential support function for the primary business process and as an eminent business discipline. Nowadays, FM is much more than managing (technical) facilities at minimum cost as findings at our university show.

The European Facility Management Network describes FM as: *“Integrating processes within an organisation to maintain and develop the agreed services which support the effectiveness of its primary activities.”* The Dutch Association of Facility Management Education and Facility Management Netherlands go one step further: *“FM creates and adds value to organisations by facilitating - in a hospitable and flexible manner - the work activities and accommodation of individuals and groups in the areas of services and property management.”*

The traditional model of the International Facility Management Association combines Process, People, Place and Technology. The Netherlands, a frontrunner in modern FM, adds the triple sustainable Ps to this model resulting in a sustainable FM model as visualised in Figure 1.



*Figure 1: The Dutch Association Facility Management Education Model*

This open system model hence integrates Place, Planet, Process, Prosperity, Technology with People as the central linking pin, and responds to Globalization and Dynamic demands. Our findings prove that following this holistic approach a Facility Manager is not a mere cost cutter but enables organisations to add real value. This paradigm shift requires leadership from FM professionals and therefore some years ago we adapted our course programme accordingly.

During our presentation we emphasize on the people aspect and how we develop and facilitate students' leadership. We show best-practises from our education and research:

- We discuss how (in a six month 4<sup>th</sup> year elective) we develop four-dimensional leadership and people skills as key (f)actors for Sustainable Business Performance in our academic training. We use the EFQM excellence model to get sustainable results (People, Customers & Partners, and Society).
- We give examples from our purchasing research: how students obtain management commitment for really improving purchasing maturity and hence overall company performance. Students use sophisticated purchasing methodology. However, to be really successful they must develop and use inter-personal skills to break through barriers that otherwise will stop older and more experienced purchasing professionals.

The added-value of the Dutch approach is that FM professionals obtain better results for all stakeholders. We show recent examples of other European FM organisations who start adopting this approach.

### **Biography**

Mr Ab Reitsma has 17 years experience in Human Resources Management in several companies at various levels, and 8 years as a senior HRM lecturer at Hanze University of Applied Sciences Groningen. Since 2004 Ab is a senior lecturer/coordinator of the International Facility Management programme. He was responsible for developing/implementing care continuity plans in nursing homes. Ab organized summer schools with Finnish, German, Austrian and Dutch universities. He holds a PhD in Work and Organisation Psychology, and specialises in Leadership, HRM, Culture, Quality and Change Management. He is a Certified Facility Manager (CFM) since 2007 and an active member within Facility Management Netherlands and EURO FM.



Mr Anne Staal has 16 years of broad industry experience. He was successful as a patent searcher and business development manager, purchasing specialist, B2B account manager, manager of a purchasing department, and turn-around manager. He entered academia in 2008. As a senior lecturer at Hanze University of Applied Sciences Groningen, Anne's fields of expertise are Project and Quality Management, Research Methodology, Purchasing, Marketing and Change Management. In his research Anne focuses on the effect of the purchasing and supply management function on overall company performance. Anne owns degrees in engineering, linguistics, management and business administration. He is a member of the Dutch Association of Purchase Managers.

### **Presentation Experience**

Ab has presented at conferences of EURO FM and IFMA and gives guest lectures at European Universities and presentations at partner universities in China, Canada, USA and Australia.

Anne is all-round in lecturing Business studies and gives guest lecturers at the University of Pretoria and to executive evening classes.

### **University Profile of Dutch Facility Management Education**

In the Netherlands nine universities of Applied Sciences offer course programmes in Facility Management, annually delivering approximately 1,200 graduates. The Hanze University of Applied Sciences Groningen offers a Fulltime, Part-time and International FM programme. Hanze University yearly delivers approximately 200 FM graduates with an employment rate of > 90%. The FM education at the Hanze University takes a leading role in expanding the Dutch FM approach within other (international) universities and professional organisations.