

ISO 41015:2023-03 (E)

Facility management - Influencing organizational behaviours for improved facility out comes

Contents		Page
Foreword		iv
Introduction		v
1	Scope	1
2	Normative references	1
3	Terms and definitions	1
4	Context of the organization	2
4.1	General	2
4.2	Understanding the organization	2
4.3	Identifying organizational strategic goals and objectives	3
4.3.1	General	3
4.3.2	Aligning with organizational goals	3
4.4	Demonstrating and communicating value	4
5	Influencing behaviour	4
5.1	General	4
5.2	Ability to influence	4
5.3	Developing key relationships	4
5.4	Behavioural change	5
5.5	Value drivers	6
5.5.1	General	6
5.5.2	Working with value drivers	7
5.6	Opportunities to influence	7
6	Planning for change	8
6.1	General	8
6.2	Change process	8
6.3	Risks and opportunities encountered during changes	8
6.4	Framework to support behavioural change	9
7	Aligning FM actions to strategic outcomes	9
7.1	General	9
7.2	Outputs and outcomes	9
7.3	Applying value drivers	9
7.4	Target outputs	10
8	Performance evaluation	11
8.1	General	11
8.2	Outcome evaluation	11
8.3	Performance indicators	11
8.3.1	General	11
8.3.2	Focus	11
8.3.3	Attributes	12
8.4	Evaluation	12
8.4.1	General	12
8.4.2	Evaluation attributes	12
8.4.3	Indicators of success	12
8.4.4	Evaluation methodologies	12
9	Improvement	13
9.1	General	13
9.2	Continual improvement	13
9.3	Demonstrating improvement	13
Annex A (informative) Guidance		14
Bibliography		24