



Beyond Borders: A Global Perspective of International Real Estate Valuation

CHAPTER 64:

CONTINUOUS LEARNING CHALLENGES IN GLOBAL VALUATION FIRMS

SEPTEMBER 23, 2025 | BRUCE D. GREENBERG, FRICS | MAI | SRA | ASA | ARM

In the high-stakes world of international real estate valuation, continuous learning isn't just a professional development goal—it's a critical business imperative. As valuation firms extend their reach across continents, adapting to divergent market dynamics, regulatory environments, and cultural expectations, the pace of change outpaces even the most robust training programs. While global expansion offers the opportunity to tap into new markets and broaden service offerings, it also exposes a firm's learning architecture to severe pressure. The challenge lies not only in keeping professionals informed, but in transforming learning into a seamless, strategic function that bridges global expectations with local realities.

A Complex Educational Landscape

Global valuation firms operate in a world where standards, practices, and assumptions differ dramatically from one jurisdiction to the next. Professionals working in Tokyo might adhere to different regulatory standards than those operating in Toronto, while approaches in São Paulo may differ from those in Stockholm. Despite efforts to standardize the profession—such as through the International Valuation Standards (IVS), RICS Red Book, or USPAP—local compliance requirements, language, legal frameworks, and market conventions still diverge considerably.

For continuous learning programs, this presents an intrinsic dilemma. How do you design education and upskilling content that is both globally consistent and locally relevant? Most firms attempt to strike a balance,

creating broad frameworks that cover ethical conduct, cross-border standards, and high-level valuation principles, while supplementing these with localized modules. However, ensuring the accuracy, consistency, and timely updating of these materials across geographies remains a major hurdle.

The Human Factor: Cognitive Load and Cultural Disconnects

Another challenge lies in the human side of learning. Valuation professionals are often under considerable time pressure, balancing client expectations, regulatory deadlines, and internal quality reviews. Introducing new learning modules—especially those unrelated to immediate tasks—can easily be deprioritized or met with resistance. Learning fatigue is a genuine concern, especially when training is presented as an obligation rather than an integrated part of professional development.

Furthermore, cultural differences impact how learning is received and absorbed. A top-down, compliance-heavy training style may be well received in high power-distance societies, but may alienate professionals in flatter, more egalitarian cultures. Some teams may prefer interactive, case-based learning, while others might expect direct instruction and formal certification. Without thoughtful adaptation, a well-intentioned global learning initiative can backfire, perceived as irrelevant or out of touch with local expectations.

Technological Gaps and the Risk of Uneven Access

Digital platforms have become the backbone of modern

corporate learning. But in global valuation firms, uneven technological infrastructure creates gaps in access and engagement. A learning management system that functions seamlessly in London may experience lags or restrictions in emerging markets with weaker internet infrastructure or cybersecurity limitations. Additionally, localized content often suffers delays in translation, legal vetting, or cultural contextualization, leaving certain teams at a disadvantage compared to their counterparts in more developed markets.

The challenge here is not just technical—it's strategic. Failing to equip teams with equal access to learning reinforces regional disparities in expertise, quality control, and even client service standards. Over time, this asymmetry can threaten the credibility and consistency of a firm's global brand.

Institutional Barriers and Siloed Knowledge

Large valuation firms, particularly those formed through mergers and acquisitions, often inherit siloed knowledge systems and training cultures. What one regional office considers "best practice" may be seen as outdated or inapplicable in another. Without deliberate efforts to harmonize learning priorities and knowledge repositories, institutional learning remains fragmented. Moreover, internal mobility—whether geographic or hierarchical—can be stifled by inconsistent certification requirements or non-transferable skill validations. A valuer trained under EVS in Berlin may not meet licensing expectations for a project in Dubai, even within the same firm. The resulting barriers not only impede career

progression but reduce the firm's agility in deploying talent across borders.

Navigating the Learning Imperative: Strategies and Solutions

Despite these formidable challenges, global valuation firms are finding ways to embed continuous learning into their core operations. One successful approach is adopting a “glocal” learning model—one that combines global consistency with local customization. These models often provide a core curriculum aligned with IVS or RICS standards, alongside modular content created or validated by local experts.

Another increasingly common solution is the use of learning experience platforms (LXPs), which offer AI-driven personalization and content curation. Rather than imposing uniform training schedules, LXPs allow professionals to access learning when needed—whether preparing for a new regional assignment or adjusting to new tax valuation standards. Integrating these platforms with real-time market data, legal updates, and case studies enhances the relevance and urgency of the learning experience.

Firms are also investing in cross-functional and cross-border mentorship programs, fostering informal learning through peer exchange. This is especially effective for cultivating cultural intelligence—an often-overlooked skill in traditional valuation training, but a critical asset for global assignments.

In some cases, gamification and microlearning are being used to engage professionals who might otherwise resist formal training. Short videos, scenario-based simulations, and real-time quizzes can provide just-in-time learning without disrupting project workflows.

Finally, a shift toward competency-based evaluation, rather than rigid certification alone, allows firms to better recognize and deploy talent. Professionals are increasingly assessed based on demonstrated expertise—e.g., navigating a politically unstable market,

adapting valuation methodology under new fiscal rules—rather than only time spent in training modules.

Conclusion: Learning as a Strategic Differentiator

In an environment defined by regulatory flux, geopolitical uncertainty, and evolving client expectations, continuous learning has become more than a training function—it is a strategic differentiator. Firms that treat learning as a flexible, dynamic, and embedded process will be better equipped to deliver high-quality, consistent, and culturally responsive valuation services worldwide.

The road to continuous learning is far from smooth. But those who navigate its challenges with vision, adaptability, and a commitment to global collaboration will find themselves ahead of the curve in a profession that demands nothing less than excellence.

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