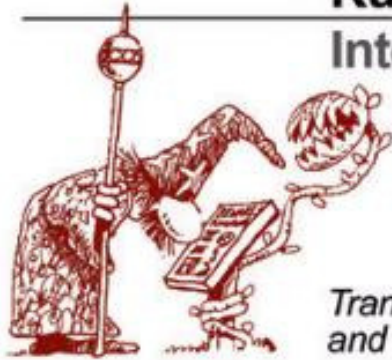
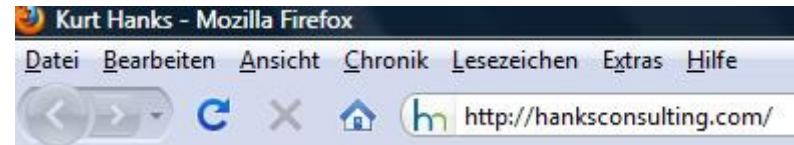


Kurt Hanks

Interpretive Designer



*Translating content, context, intentions
and experiences into the desired responses*



PROCESS

- OVERVIEW
- PROJECT STEPS
- LEVELS OF INVOLVEMENT

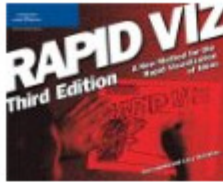
EXAMPLES

- EXHIBITS & ATTRACTIONS
 - State Park Visitor Center
 - Fish Hatchery Visitor Center
 - Casino Renovation
 - Military Museum
 - Water Park
 - Attraction Signage
 - Old Las Vegas Visitor Center
 - Resort Community
 - Arbor Day Farms
- CREATING BOOKS
 - The Santa Claus Book
 - Mini Books Preliminary
 - Belief Window
 - Manager As Teacher
 - Conformity To Self
 - RapidViz Sketchbook
- TRAINING
 - Training Game
 - Learning Center
 - The Relational Learning System
- CONSULTING
 - Paradigm Mapping
 - Driving Vision
 - The Charrette
 - Community Choices
- *and then there is StoryTime*

see:

STORY TIME !!

Bibliography Kurt Hanks



[Rapid Viz: A New Method for th...](#)

March 1, 2006

★★★★☆ (8)

~~\$21.99~~ \$14.95



[Rapid Viz : A New Method for t...](#)

December 1, 1990

★★★★☆ (11)



[Crisp: Design Yourself](#)

December 1, 1990

★★★★☆ (3)



[Crisp: Wake Up Your Creative G...](#)

January 1, 1992

★★★★☆ (2)



[Draw! : A Visual Approach to T...](#)

August 10, 1992

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[Motivating People](#)

August 1, 1991



[Crisp: Getting Your Message Ac...](#)

June 1, 1991



[Up Your Productivity \(Quick Re...](#)

June 7, 1995

★★★★☆ (1)

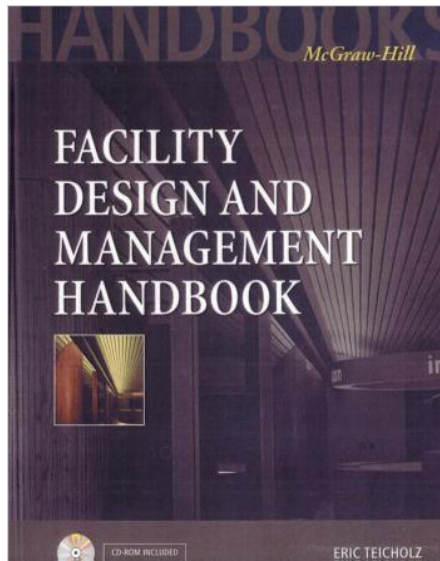


[Crisp: The Change Navigator \(Q...](#)

November 30, 1993



**Die Kunst der Motivation.
Wie Manager ihren
Mitarbeitern Ziele setzen
und Leistungen honorieren.
Ideen - Konzepte -
Methoden.**



Eric Teichholz

Kurt Hanks calls it a:
**„mindset map“ =
a mental model
of how one views the world.**

4.12 PLANNING

Rosabeth Moss Kanter of Harvard Business School observed that “midlevel managers at downsizing firms complain about having to do many more mundane chores because of cuts in support staff. They report working more hours but getting less substance work done. They have less time and energy to invent the future.”²²

This is particularly true for facility managers. Downsizing has hit them hard. Experienced people are early retired or laid off. The less experienced ones are burdened by extra workload in an extremely active workplace. They are running between satisfying the customers' demands and meeting their operational requirements. The continued drive to reduce costs further robs them of their time.

4.6.2 Culture

The corporate culture is a strong influence on how people behave in the workplace, and more importantly, how people think in relationship to innovation and creativity. Companies that have a long history tend to have a well-embedded culture. This is a paradigm that they manage very well with, as this paradigm represents the rules, guiding principles, standards, and protocols.²³ Companies need to explore new ways or introduce new ideas so that strong culture becomes a restriction.

The FM people have a strong value system. Their work is technical and they enjoy their work and are dedicated to look after their facilities. Their intention of doing a good job becomes their stumbling block. Because they think technically, it is difficult for them to get out of their box and think differently. Their mentality is “don't bother me with change . . . let me do my job” and they view management activities as time-wasting exercises.

Business transformation must take this into account and allow such employees to free their minds and think out of the box. It requires a paradigm shift—old paradigms will not work in the new environment—a new paradigm is required. To manage a business is to manage within a paradigm, but to change, the change agents must facilitate between paradigms.

Values tend to be developed and established early in life. Kurt Hanks calls it a “mindset map.”²⁴ A mindset map is a mental model of how one views the world. This is developed and molded throughout one's growing up period by both positive and negative influences. This will in turn order the way one interprets life (see Figure 4.5).

Individuals within the same generation tend to have the same value toward the way they view life. The wider this value is (value dispersion), the more different they are from each other in accepting and approaching life (generation gap). This governs the way they work in society and in business. For example, people who are born after World War II would have a very different view of money than the Gen-X people.

Technology makes this generation relatedness supersede time and space. Teenagers in Toronto, Miami, and Kiev have more in common with each other than they do with their parents.²⁵ Dave Arnott suggests that “people who join an organization with a particular value set will have the same value set for their entire tenure.”²⁶ In any corporation today, it is not unusual to find a value dispersion of four generations—such dispersion of values stifles change.

4.6.3 Leadership

A leader leads. Many great ideas and purposes failed because of poor leadership. Either the leader is too dictatorial and causes a lot of harm to the troops or is so weak that the troops run in circles. Stephen Covey in his paper, *Three Roles of the Leader in the New Paradigm*, identifies that the leader of the future should have “the humility to accept principles and the courage to align with them, which takes great personal sacrifice. Out of this humility, courage, and sacrifice comes the person of integrity.”²⁷ Servant leadership style is rare in the FM profession.

In business transformation, leadership becomes extremely important. Any change activity will bring about confusion, mistrust, and doubt unless the leader can provide a clear direction and gain the confidence of the people. No clear direction as to where the business is going generally restricts



Kurt Hanks, Mindset Mapping

**MINDSET MAP IS
A MENTAL MODEL
OF HOW WE VIEW
OUR WORLD**

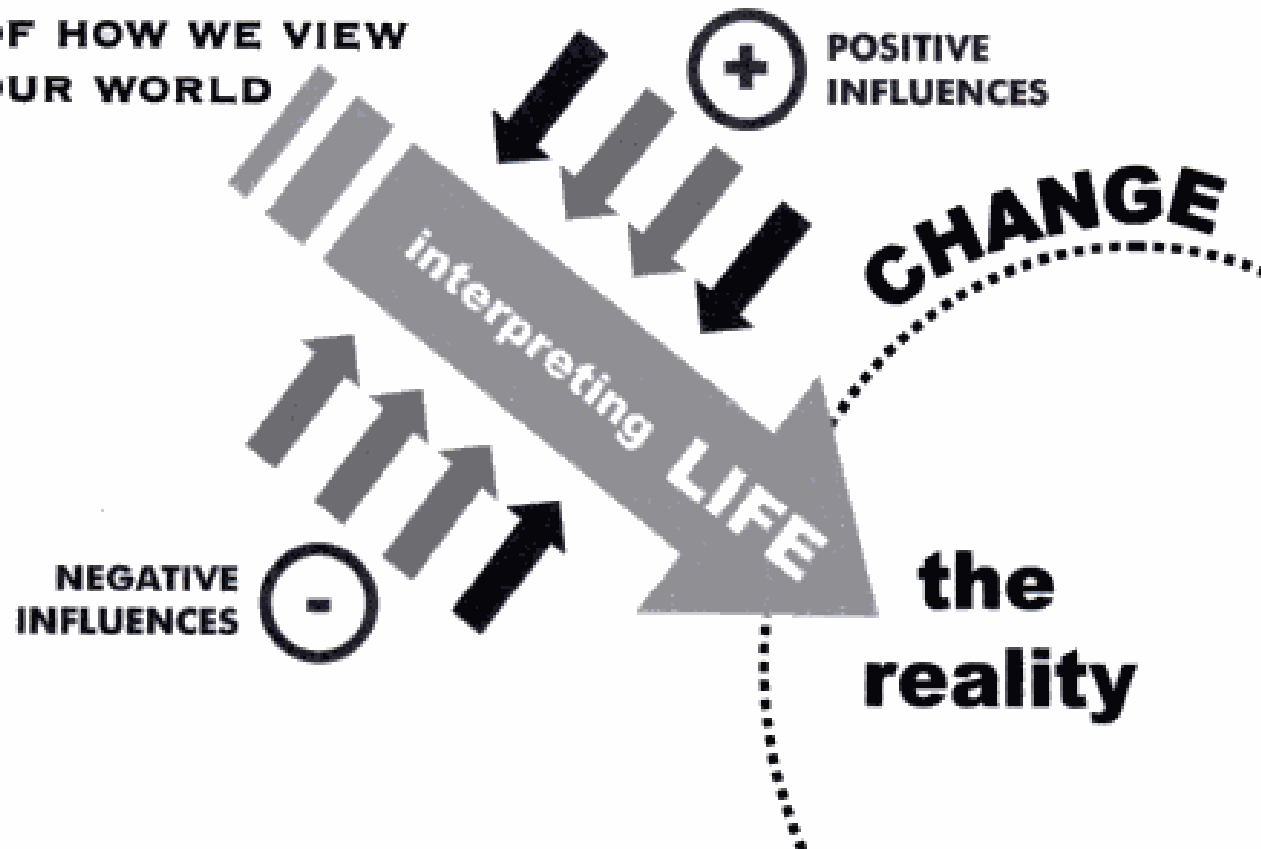
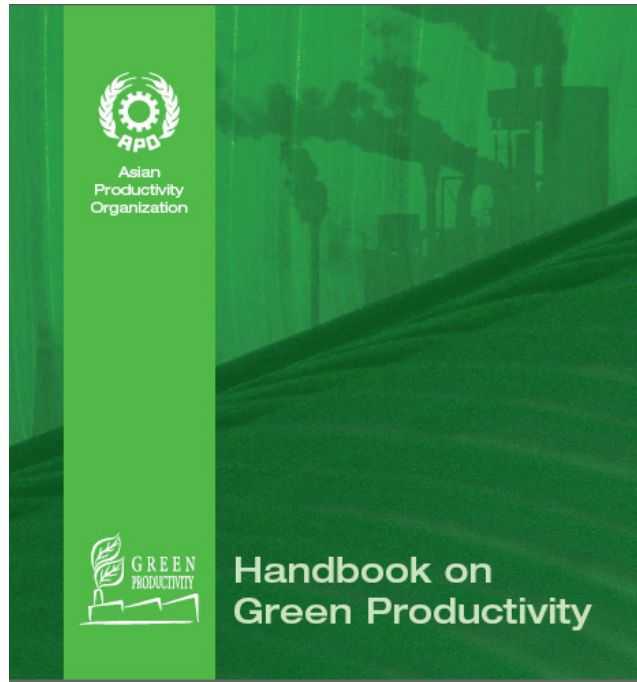


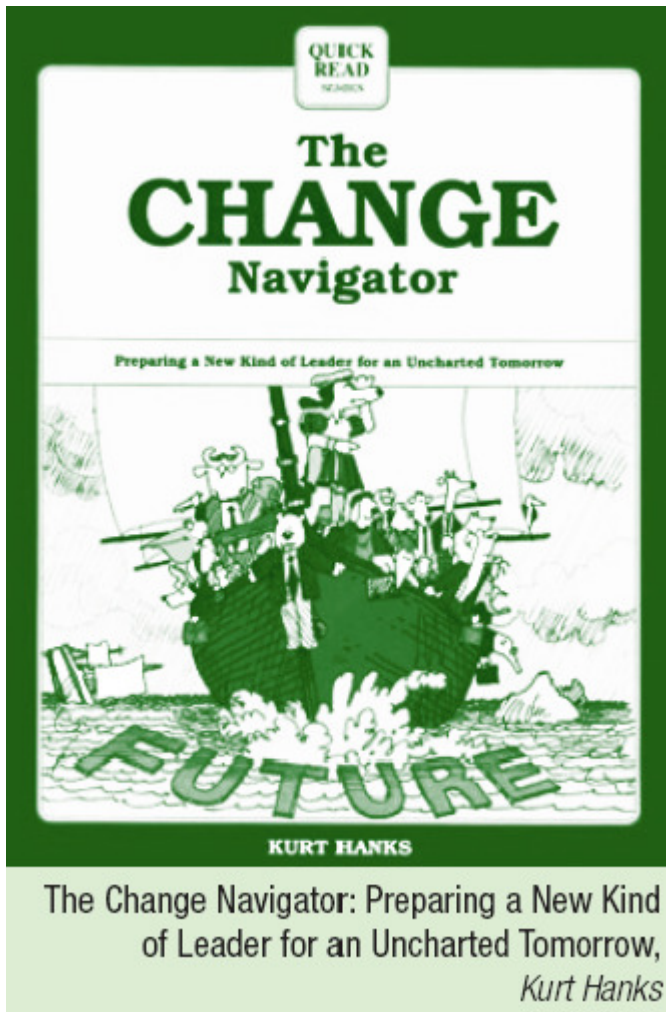
FIGURE 4.5 Mindset Map.



If you are the one responsible for leading a GP team in your organization, you may wish to spend some time learning how to lead change. Kurt Hanks wrote an excellent book in a QUICK READ series called “The Change Navigator: Preparing a New Kind of Leader for an Uncharted Tomorrow”. It was published in 1994 by Crisp Publications of Menlo Park, California.

Part of the challenge you will have to address to support GP is to break existing and outdated mindsets. Hanks outlines in an illustrative and humorous way the tools and techniques you can use to map existing mindsets and then create new ones to meet your goals.

An excellent example of one of the challenges you may face in your GP efforts is the mindset that human law takes precedence over the laws of nature. While legislation and regulations are not trivial issues, knowing what it is you do or have in your company that creates a significant environmental impact is important.



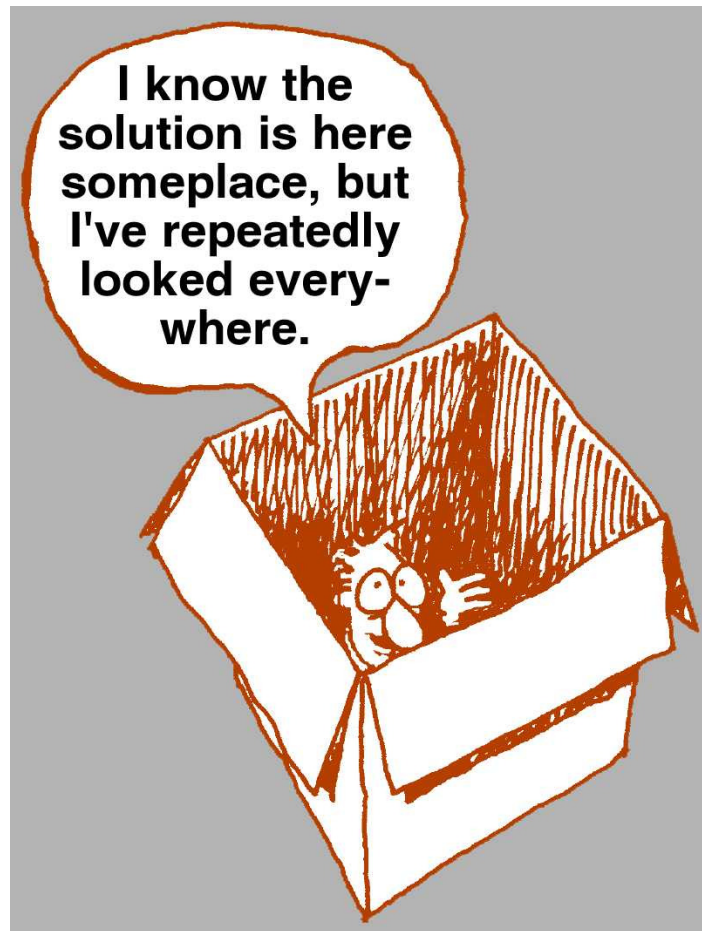
*Don't let what you think
get in the way
of what you see.*

*Don't let what others think
prevent you from making
a better decision.*

Be a change navigator.

Source: Adapted from The Change Navigator - Preparing a New Kind of Leader for an Uncharted Tomorrow by Kurt Hanks

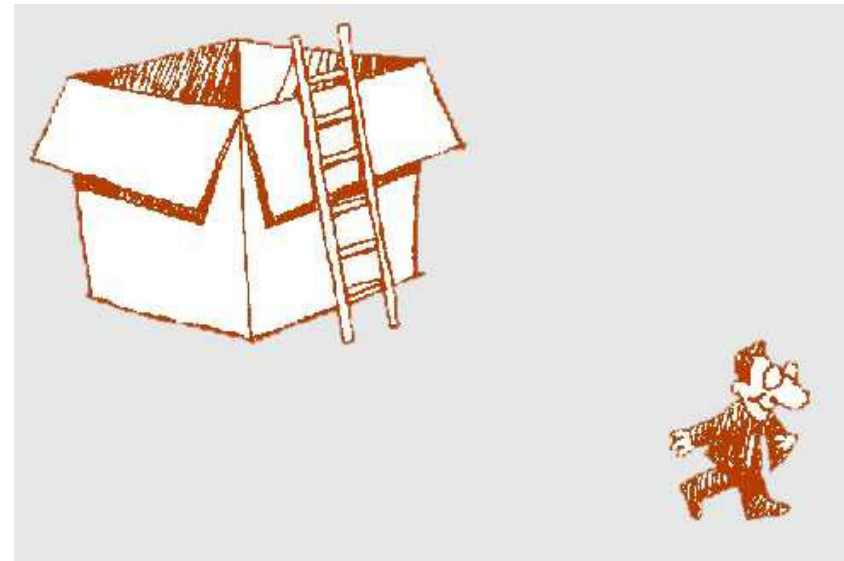
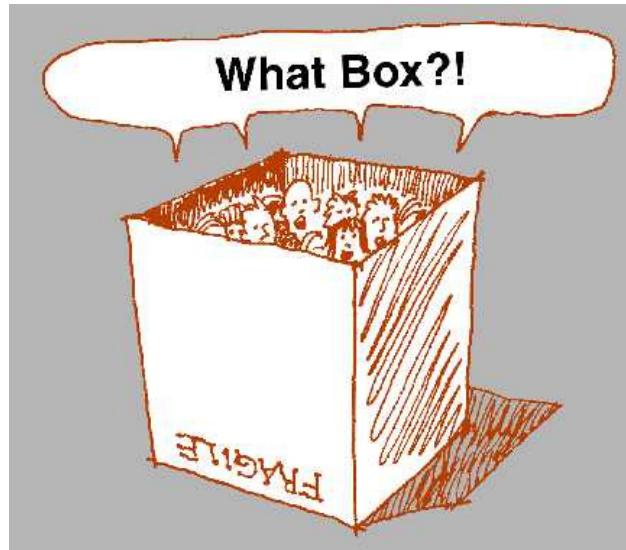
Kurt Hanks, OUT OF THE BOX THINKING



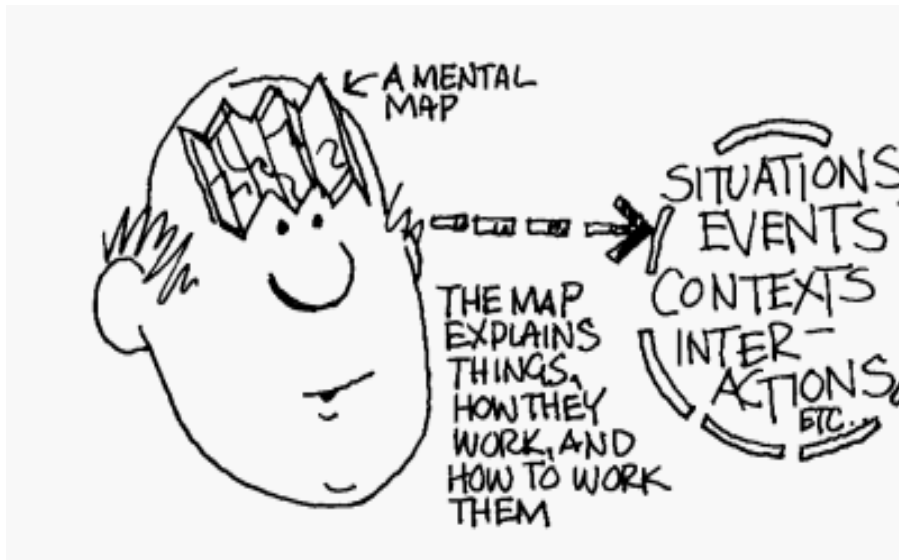
see: [Creating a Driving Vision \(PDF\)](#)
and [Getting out of THE BOX](#)



Kurt Hanks, OUT OF THE BOX THINKING



Kurt Hanks, PARADIGM MAPPING



<http://hanksconsulting.com/page10.html>

Kurt Hanks, PARADIGM MAPPING



SUPER-STRUCTURE

In some of the next slides we see a proposal from 1993 with Paul Uhler, CODATA, USA and others to show how long we are already trying to establish “common frames of references” across scales to locate and relate data and information, and also „signs“ in (next slides), coded – or non coded data.

The proposals for a conceptual superstructure were done for example for the RIO 1992 process, see summary and outlook on behalf of NOEL BROWN, UNEP-RONA

Or the ICSU CODATA 1992 in Beijing [„Bridges and a Masterplan“](#) and 1994 in CHAMBERY with special focus on spacial space-scapes 3 and multi-dimensional. Title: [A Conceptual Superstructure of Knowledge](#)

The author has developed models, schemas or grids to locate and combine knowledge [since the late eighies](#), (see also the CODATA- ISGI later in this presentation), see [KnowMap series](#),

And note the we called it around [Knowledge Organisation](#) (ISKO 2002) and work around Ecological Integrity and the EARTH CHARTA in 2003 a [“Global Covenant“](#). The Encyclopedia of Systems and Cybernetics ([Charles François](#)) helped me establish [some definitions](#) for what will be presented in the next slides.