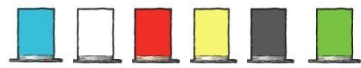


.....Six Thinking Hats



***TOOLS FOR PARALLEL
THINKING®***



**“From debating
what is...**

**To designing
what can be”**

Agenda

- 9.30 Introduction, some background
- 10.30 Detailed look at each hat
- 12.30 Lunch
- 1.15 Review of the hats
- 2.15 Practical use of the hats
- 3.30 Six Hats application exercise
- 4.00 Review and action plan
- 4.30 Finish

The Originator – Edward de Bono

- World's leading authority in creative and conceptual thinking
- M.D., Ph.D., Rhodes Scholar
- Author of over 67 books with translations into more than 38 languages
- World renowned consultant to business, government and education
- More than 500,000 people have been trained in this method



EMBARQ

SONY



GENERAL MILLS



MAERSK

COMPUTER ENTERTAINMENT



Cambridgeshire
County Council



BNP PARIBAS



AstraZeneca



LONDON

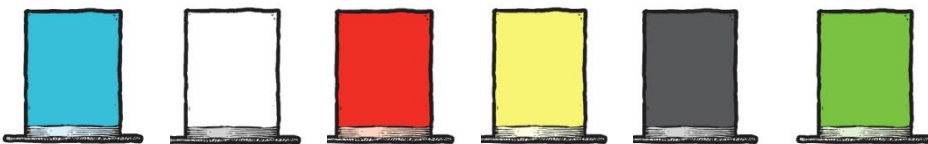


THE UNIVERSITY
of York

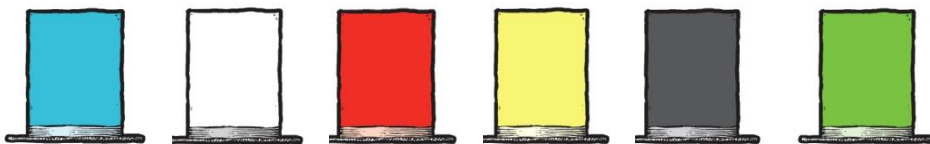


Course Objectives

- Gain in-depth knowledge of the Six Thinking Hats® framework.
- Learn to use each of the Six Hats.
- Practice focused Parallel Thinking®.
- Sample Lateral Thinking tools.

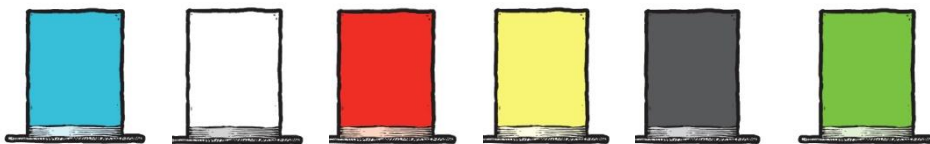


Short exercise



Traditional Thinking—Group

- Where did you focus your thinking?
- How did you approach the topic?
- What happened?



It's all Greek to me.



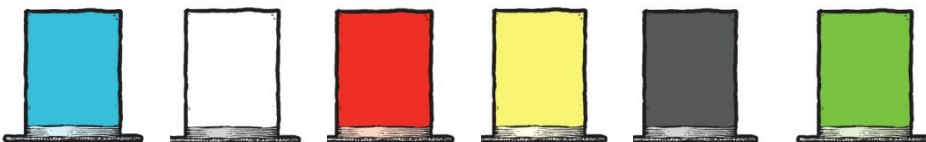
Why?
What?



The truth is
out there

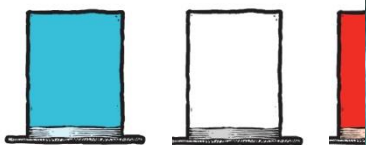


Logic
One right
choice



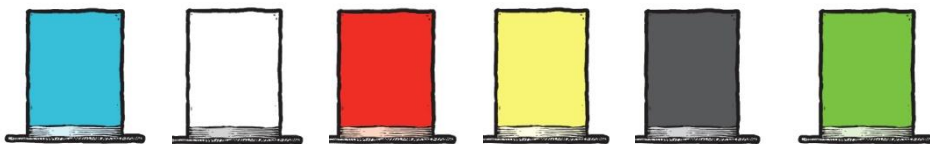






Traditional Thinking

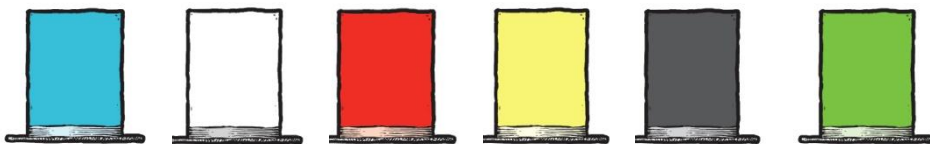
- What does this mean for us?
- How can we move forward?
- How does this work?



Six Thinking Hats

What are the benefits of the Six Thinking Hats?

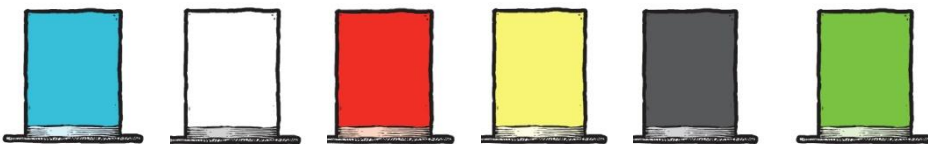
- Separate out thinking so we can do one thing at a time
- Ask people to switch thinking from one mode to another
- Separate ego from performance



Six Thinking Hats

What are the benefits of the Six Thinking Hats?

- Signal what thinking process to use next
- Expand from one-dimensional to full-colored thinking
- Explore subjects in parallel
- Allow specific time for creativity



Parallel Thinking

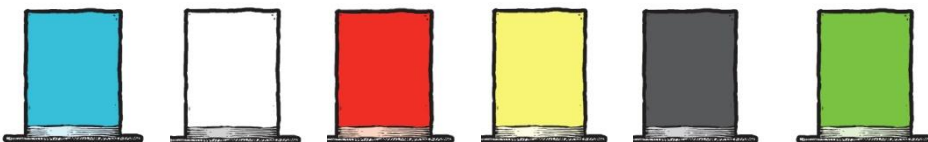
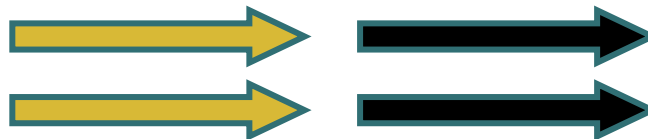
What is Parallel Thinking?

Prompts the pooling of all ideas rather than defending one point of view

From Adversarial



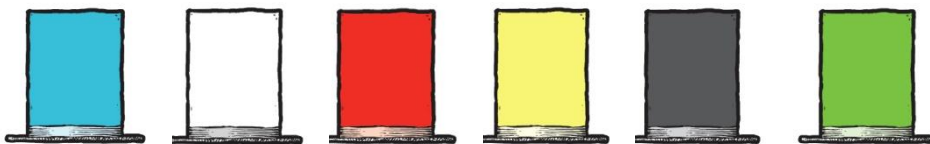
To Parallel



Introduction

The Hats Concept

- **Six Hats**
- **A Powerful Thinking Tool**
- **Not Categories**
- **Why Hats?**



Six Thinking Hats



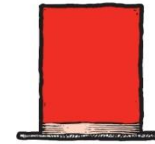
Blue Hat

Managing the
Thinking Process



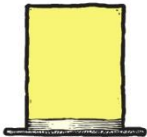
White Hat

Information
Available and
Needed



Red Hat

Intuition and Feelings



Yellow Hat

Benefits and Value



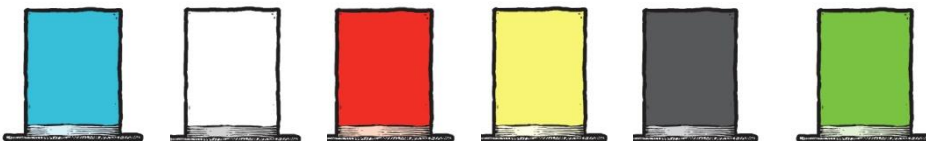
Black Hat

Caution, Difficulties
and Weaknesses



Green Hat

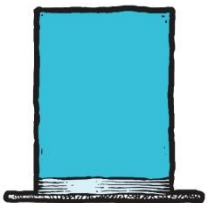
Alternatives and
Creative Ideas



Blue Hat

Managing the Thinking

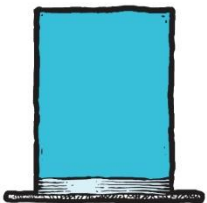
- “Control” hat
- Organizes the thinking
- Sets the focus and agenda
- Summarizes and concludes
- Ensures that the rules are observed



Blue Hat

Blue Hat Role

- Plans agenda
- Chooses the hat sequence
- Manages the time
- Invites participation from all participants
- Decides on next steps



White Hat

Information

- Information we know
- Information we need
- How we are going to get that information
- Determines accuracy and relevance
- Looks at Other People's Views (O.P.V.)



White Hat

White Hat Questions

- What do we know?
- What do we need to know?
- Where can we get this information?



White Hat

- Notes both views when there is conflicting information
- Assesses the relevance and accuracy of the information
- Separates fact from speculation
- Pinpoints action needed to fill gaps
- Reports on someone else's feelings (but is not used to report on your own feelings)



White Hat

White Hat O.P.V.—Other People's Views

- O.P.V. Questions
 - What views does this person or group have?
 - What information do we need from them?
 - How could we get this missing information?



White Hat

Experience the White Hat

Later today you will need to get from campus into York.

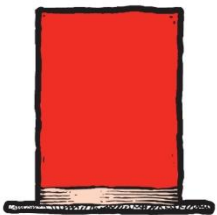
- What do you know?
- What do you need to know?
- Where can you get this information?



Red Hat

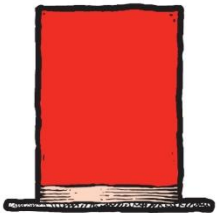
Feelings, Intuition, Gut Instinct

- Permission to express feelings
- No need to justify
- Represents feelings right now
- Keep it short
- A key ingredient to decision making



Red Hat

- Does not require us to justify or explain the reasons for our feelings
- Can be used as part of the thinking that leads to a decision
- Can be used after a decision has been made to check buy-in or commitment



Red Hat

Experience the Red Hat

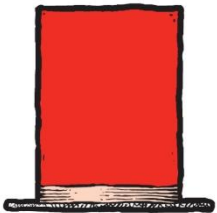
- How do you feel about...
 - Legalised cannabis?



Red Hat

Red Hat Sorting Techniques

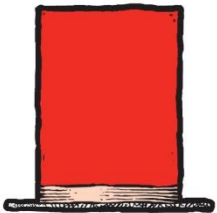
- Priority
 - Which ideas are most interesting to me?
 - Which ideas do I feel have the most potential?
 - Which ideas do I think are the boldest?



Red Hat

Red Hat Sorting Techniques

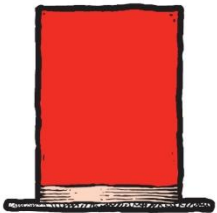
- Specificity
 - **A:** Which ideas could we Act on right now?
 - **B:** Which ideas are Beginning ideas that need more work before they could be used?
 - **C:** Which ideas are Concepts (broad ideas)?



Red Hat

Red Hat ABC Example

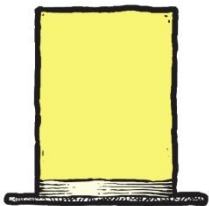
- **CONCEPT:** We need to find some way of getting researchers working together more
- **BEGINNING IDEA:** What about a scholarship programme under the TRANSIT project?
- **ACTIONABLE IDEA:** Let's hire 8 students per year for three years



Yellow Hat

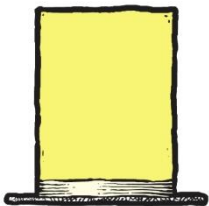
Yellow Hat Questions

- What are the benefits?
- What are the positives?
- What is the value here?



Yellow Hat

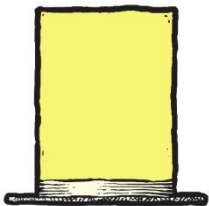
- Requires deliberate effort
- Is less natural than the Black Hat
- Not a place for intuition, feelings or gut
- Must give reasons why an idea is valuable or might work
- Is a powerful assessment tool when used with the Black Hat



Yellow Hat

Experience the Yellow Hat

- What are the benefits, positives and potential of ...
 - Legalised cannabis?



Black Hat

- Points out difficulties
- Explores why something may not work
- Must give logical reasons for concerns



Black Hat

Experience the Black Hat

- What are the risks, cautions or drawbacks of ...
 - Legalised cannabis?



Green Hat

Green Hat Questions

- Are there other ways to do this?
- What else could we do here?
- What are the possibilities?
- What will overcome our Black Hat concerns?



Green Hat

The Three P's

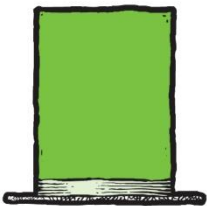
- **Positive:** Every idea is valuable. All ideas should be recorded.
- **Prolific:** The more ideas, the better. Build on the ideas of others.
- **Playful:** It is much easier to tame a wild idea than to make a boring idea interesting.



Green Hat

Stages of Thinking

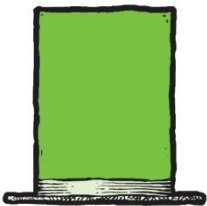
- 0-5: The Age of Why
- 6-12: The Age of Why Not
- 13 – 100: The Age of Because



Green Hat

Experience the Green Hat

- How could you improve this water bottle?

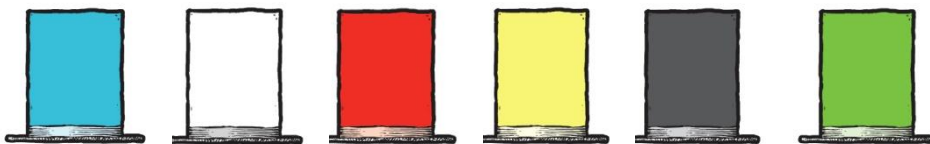


Hat in a minute

Present your hat in a minute

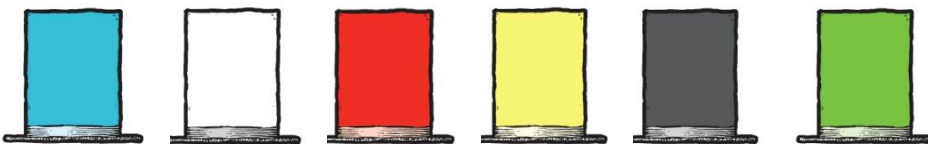
- Rhyme?
- Quick flipchart?
- Skit?

10 minutes prep, then you're up



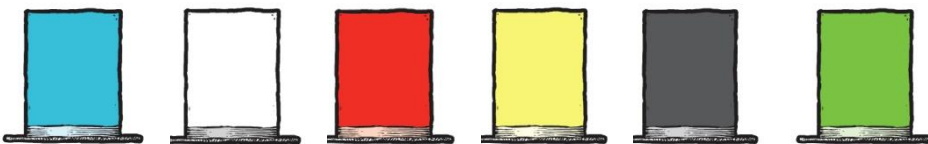
Using the Hats singly

- Use to overcome specific problems
- Focus on one important area
- Get past a log-jam
- Switch unproductive thinking



Using the Hats in sequence

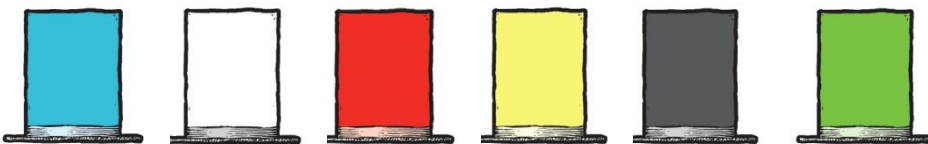
- Of particular value in the following circumstances:
 - When those taking part in the thinking have strongly held and different views.
 - When there is a rambling discussion that is not getting anywhere.
 - When a subject needs to be examined thoroughly.



Getting Started: Systematic Use

Points to Remember

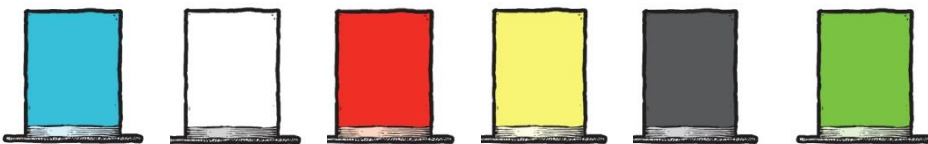
- Start and end with the blue hat
- There is no single correct six hats sequence
- The blue hat wearer manages the thinking process
- Choose only the hats you need
- Each hat can be used any number of times



Guidelines for Designing Sequences

Three Types of Sequences

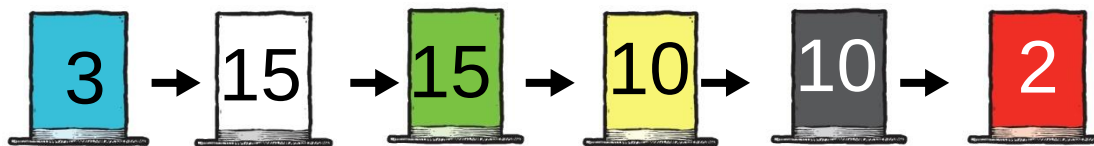
- Fixed sequences
- Contingent and flexible sequences
- Evolving sequences



Guidelines for Designing Sequences

Fixed Sequences

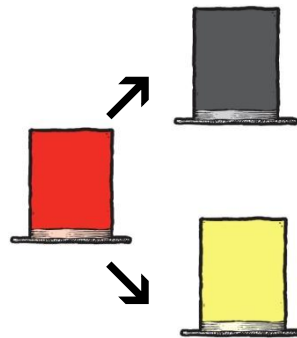
- A sequence of hats can be set in advance as an agenda, and then each hat is considered in turn for a fixed amount of time.



Guidelines for Designing Sequences

Contingent and Flexible Sequences

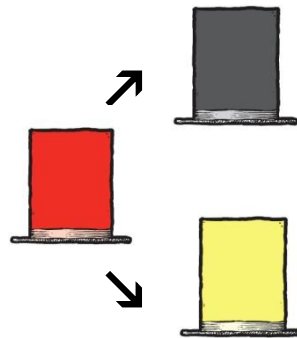
- Your preset sequence has some points at which you intend to choose the next hat based on what has already transpired.



Guidelines for Designing Sequences

Contingent and Flexible Sequences

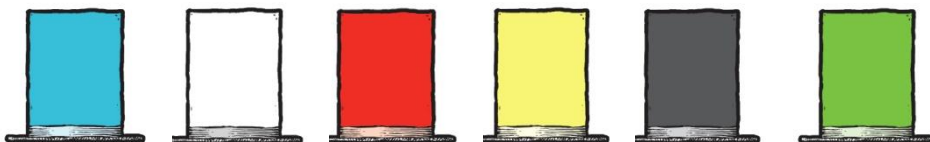
- When to use: When the meeting takes an unexpected turn, the flexibility of this sequence allow you to meet the needs of participants.



Guidelines for Designing Sequences

Key Points for Timing

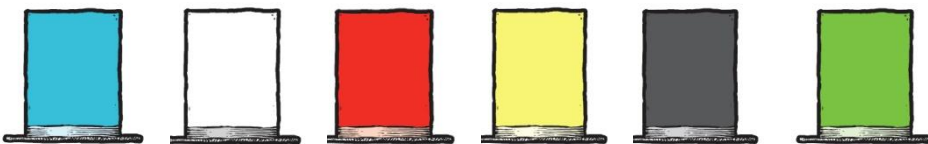
- Allow 30 seconds maximum for Red Hat.
- Announce time allocated.
- Extend time for each hat as needed.



Getting Started: Systematic Use

Points to Remember

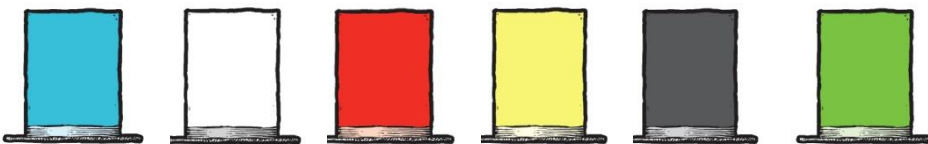
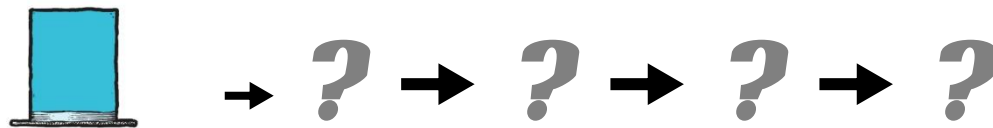
- Start and end with the blue hat
- There is no single correct six hats sequence
- The blue hat wearer manages the thinking process
- Choose only the hats you need
- Each hat can be used any number of times



Guidelines for Designing Sequences

Evolving Sequences

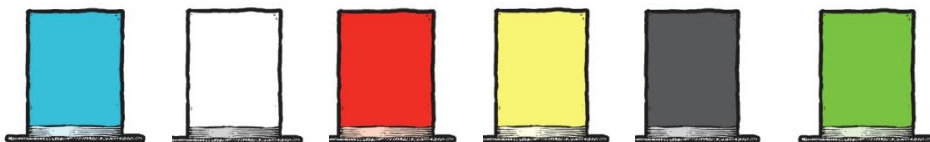
- When to use: When there's a rambling discussion that is not getting anywhere and the meeting could benefit from the hats



Systematic Use

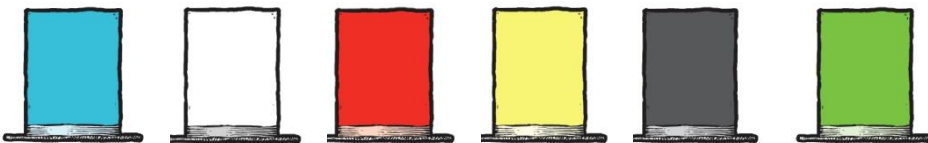
Plan a sequence for:

- An idea generation session
- A planning meeting at the start of a project
- Solving a problem



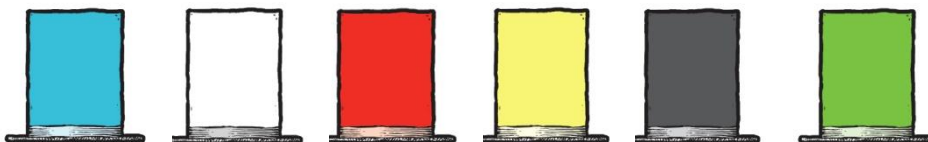
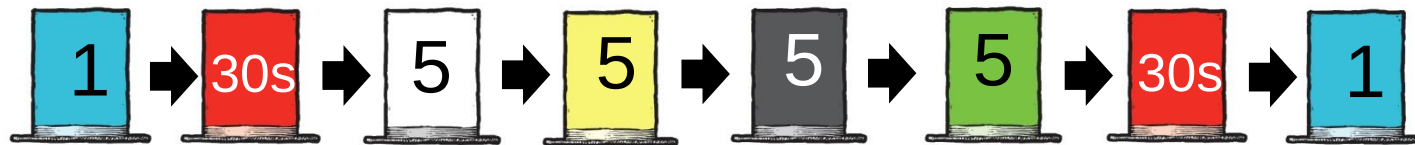
Use the Hats

- On your own
- In 1:1 conversation
- In meetings



Experience the Hats in sequence

... FOCUS: There should be a fourth place medal at the 2012 Olympics



Six Hats Application



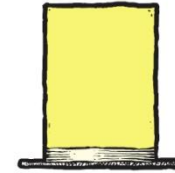
Blue Hat

Managing the
Thinking Process



Red Hat

Intuition and Feelings



Yellow Hat

Benefits and
Feasibility



White Hat

Information Available
and Needed



Black Hat

Caution, Difficulties
and Problems



Green Hat

Alternatives and Creative
Ideas

Tips for Success

- Practice
- Be prepared
- Use the hats in conversation
- Explain the tools simply
- Start with easy issues and build on your successes

Where do we go from here?

... Identify what you will:

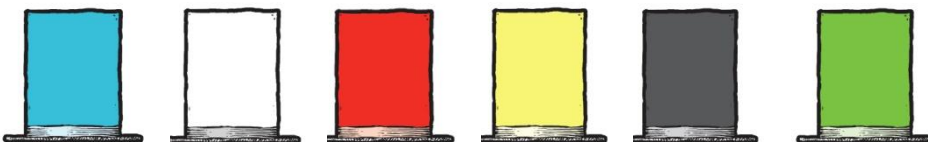
- Stop
- Start
- Continue

...to do based on what you have learned here today?

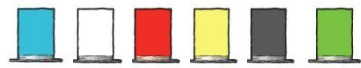
Six Hats Application

Action Plan

- How you can apply the hats on your own.
- Groups or meetings where you think hats could work.
- What will you start with? What are you trying to achieve by using hats here?



.....Six Thinking Hats



***TOOLS FOR PARALLEL
THINKING®***

THANK YOU!

Evaluation Forms