Six Thinking Hats®

A course based on the work of Dr. Edward de Bono

Frontline Leadership – Experience Leaders

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“Many highly intelligent are poor thinkers. Many people of average intelligence are skilled thinkers. The power of a car is separate from the way the car is driven.”

- Edward de Bono

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Creator Profile – Dr. Edward de Bono



Photo credit: Roy Zhao

- World's leading authority in creative and conceptual thinking
- M.D., Ph.D., Rhodes Scholar
- Author of over 60 books with translations into more than 43 languages
- World renowned consultant to business, government and education
- More than 700,000 people have been trained in the de Bono methodology

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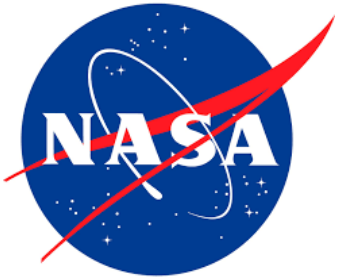
BOOKS BY DR. DE BONO

The Atlas of Management Thinking
Bonting: Thinking To Create Value
Children Solve Problems
Conflicts: A Better Way To Resolve Them
The de Bono Code
de Bono Thinking Course
The Dog Exercising Machine
Five Day Course In Thinking
Future Positive
H+ A New Religion: How To Live Your Life Positively
The Handbook For the Positive Revolution
The Happiness Purpose
How To Be More Interesting
How To Have A Beautiful Mind
How to Have Creative Ideas: 62 Exercises to Develop the Mind
I am Right You Are Wrong
Lateral Thinking: A Textbook For Creativity
Lateral Thinking: Creativity Step by Step
Lateral Thinking For Management
Letters to Thinkers
The Masterthinkers Handbook
The Mechanism of Mind
Opportunities: A Handbook of Business Opportunities Search
New Thinking For the New Millennium
Parallel Thinking: From Socratic Thinking to de Bono Thinking
Practical Thinking
PO: Beyond Yes & No
Serious Creativity
Simplicity
Six Action Shoes
Six Frames For Thinking About Information
Six Thinking Hats
Six Value Medals
Sur/Petition
Teach Your Child To Think
Teach Yourself How To Think
Teaching Thinking
A Textbook of Wisdom
Think: Before Its Too Late
The Use of Lateral Thinking
Water Logic
Word Power

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Who’s Using Six Thinking Hats?







SIEMENS

IBM







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Parallel Thinking

Traditional Thinking

Adversarial



New Thinking

Parallel

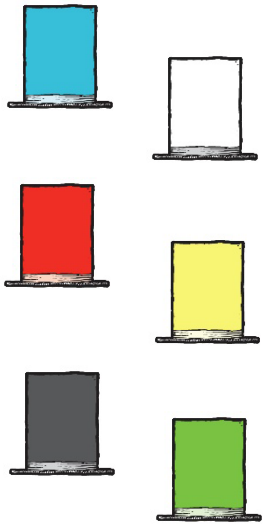


What is Parallel Thinking?

- Group members focused on using the same thinking tool at the same time.
- Encourages the sharing of information
- Promotes a group to pool all of their ideas rather than defending one point of view

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Six Thinking Hats®

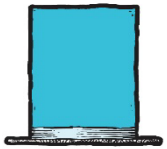


What are the benefits of the Six Thinking Hats?

- Not a brainstorming tool. A disciplined structured tool
- 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
- Promotes diverse thinking and participation

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Six Thinking Hats



Blue Hat

Managing the Thinking Process



White Hat

Information Available and Needed



Red Hat

Feelings, Intuition, Gut Instinct



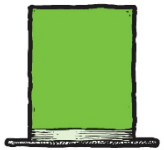
Yellow Hat

Benefits and Feasibility



Black Hat

Risks, Difficulties, and Problems

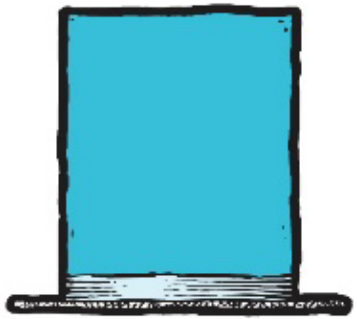


Green Hat

New Ideas, Possibilities

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Blue Hat

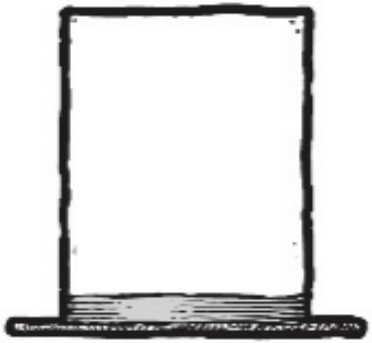


Managing the Thinking

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

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White Hat

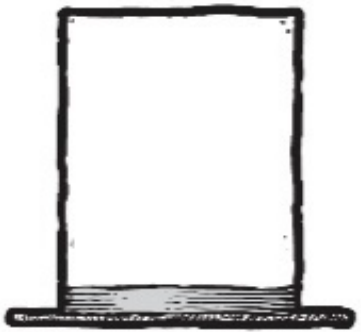


Information

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

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White Hat

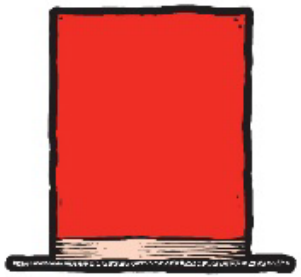


- What do we know?
- What do we need to know?
- Where can we get this information?

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Red Hat

"Logic will never change emotion or perception." Dr. Edward de Bono

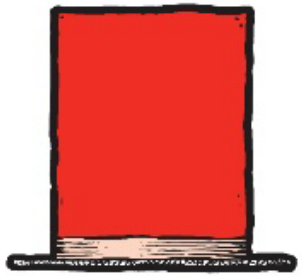


Feelings, Intuition, Gut Instinct

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

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Red Hat

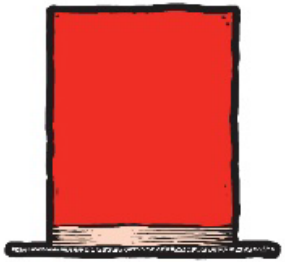


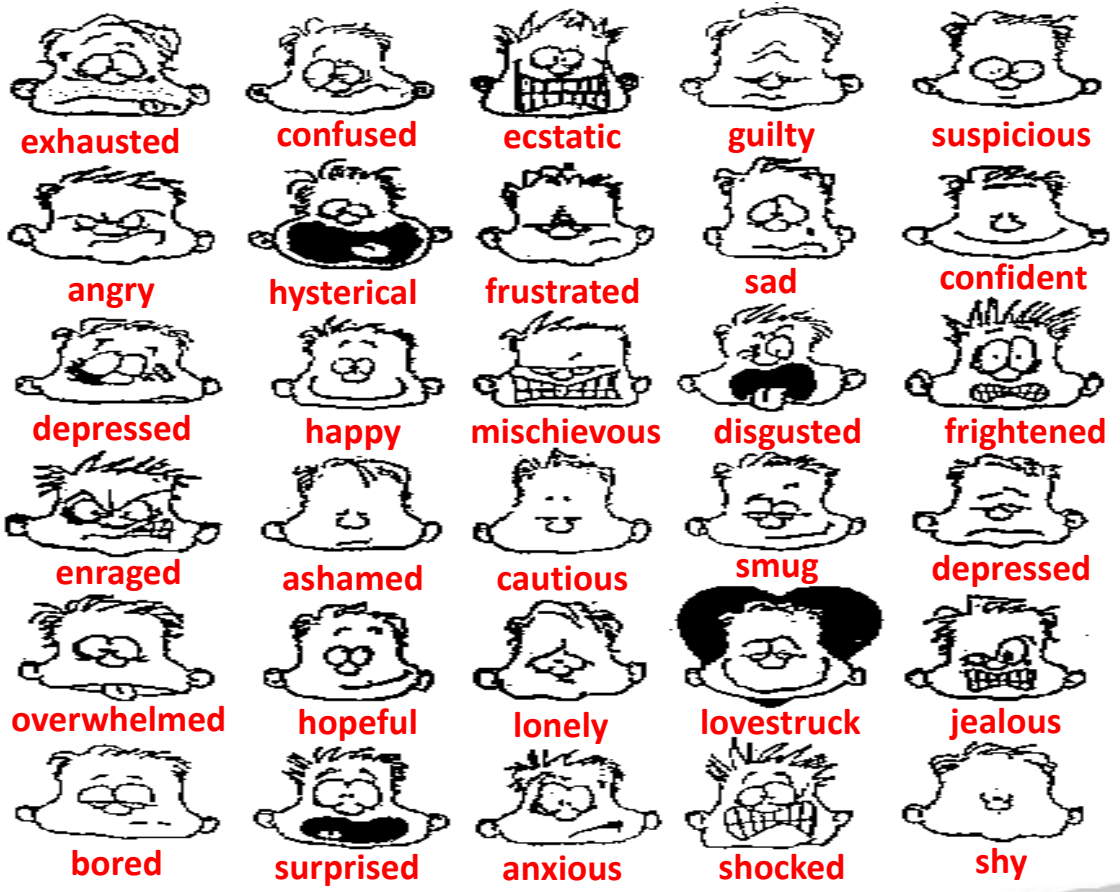
- What are my feelings right now?
- What does my intuition tell me?
- What is my gut reaction?

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Red Hat

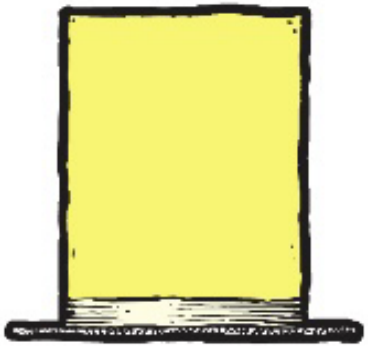
Sample Emotions





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Yellow Hat

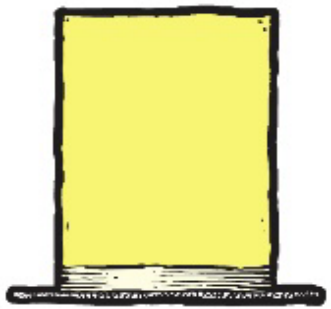


Benefits and Feasibility

- The optimistic view
- Reasons must be given
- Needs more effort than the black hat
- Finds the benefits and values
- Considers both short- and long-term perspectives

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Yellow Hat



What are the benefits?

What are the positives?

What is the value here?

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Black Hat



Risks, Difficulties and Problems

- The skeptical view
- Reasons must be given
- Points out thinking that does not fit the facts, experience, regulations, strategy, values
- Points out potential problems

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Black Hat

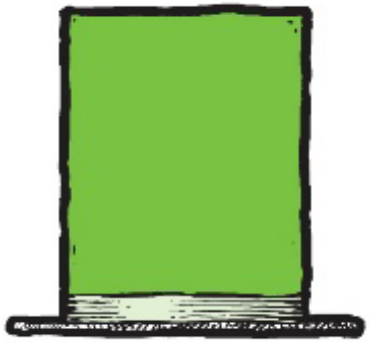


- What are the challenges – both existing and potential?
- What are some of the difficulties?
- What are the points for caution?
- What are the risks?

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Green Hat

"It is better to have enough ideas for some of them to be wrong, than to be always right by having no ideas at all." Dr. Edward de Bono

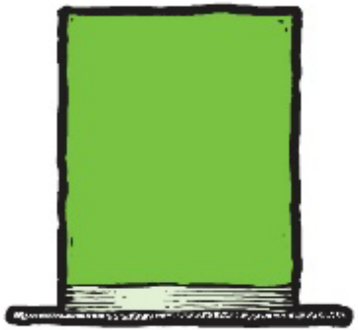


New Ideas, Possibilities

- Creative thinking
- Seeks alternatives and possibilities
- Removes faults
- Doesn't have to be logical
- Generates new concepts

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Green Hat

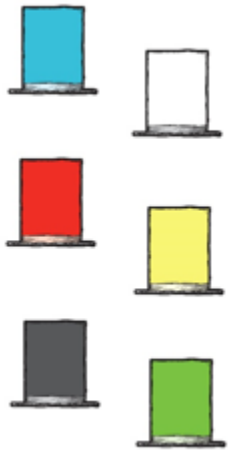


- Are there other ways to do this?
- What else could we do here?
- What are the possibilities?
- What will overcome our black hat concerns?

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Ground Rules for Meetings

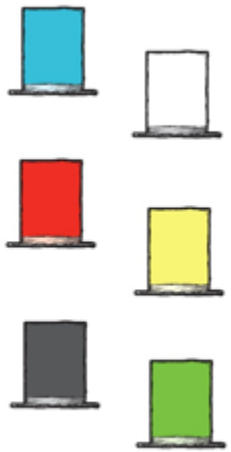
1. Respect the individual.
2. Encourage/embrace creative thinking.
3. Participate fully.
4. Defer judgment.



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Strategic Planning

BLUE HAT Focus 1	**Scan the current situation.**
YELLOW HAT	What are our strengths?
BLACK HAT	Where are the risks?
WHITE HAT	What are the trends that have an impact on our business? (environmental, competitive, social, political, technological)
BLUE HAT Focus 2	**Develop future goals and strategies.**
GREEN HAT	Develop a bold goal and strategies for the future.
BLUE HAT	Develop a plan of action.

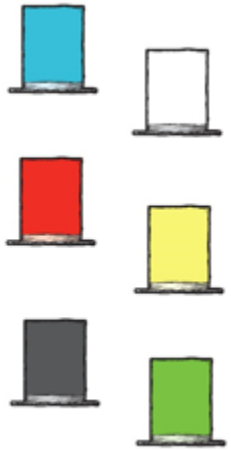


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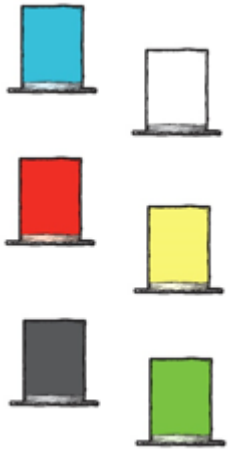
Strategic planning focus

Retention and engagement

- Focus 1: Why do people stay on our team, and why do they leave?
- Focus 2: What would make our team a place people want to join and stay for the next three years?



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Performance Review

BLUE HAT Focus statement	**Conduct a performance review.**
RED HAT	Share how we feel about how things are going in a word or two.
WHITE HAT	Review job description, roles and responsibilities.
YELLOW HAT	What's working well?
BLACK HAT	What are the challenges?
GREEN HAT	Generate ideas to overcome the challenges and new ideas to improve performance.
RED HAT	In one word, how do we feel about moving forward?
BLUE HAT	Agree on next steps to support growth and performance. Who needs to act, and by when?

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Performance Evaluation

Blue: Focus is annual performance evaluation

Meeting process:

Red: How we feel the last year has gone – word or two

- Where do you see yourself next year at this time? What would you like to accomplish in the next year?

White: Job description – review.

- Identify areas that may not be fully functioning in. Which areas need more robust activity

Project Management

Yellow: What's working well?

Black: What are the challenges?

Green: ideas to overcome challenges and improve performance

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Performance Evaluation

Program Management

Yellow: What's working well?

Black: What are the challenges?

Green: ideas to overcome challenges and improve performance

Overall

Red: how do you feel about moving forward?

Blue: Agree on next steps

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“What’s the point of having a mind if you can’t change it.”

- Edward de Bono



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Meeting Use

Benefits:

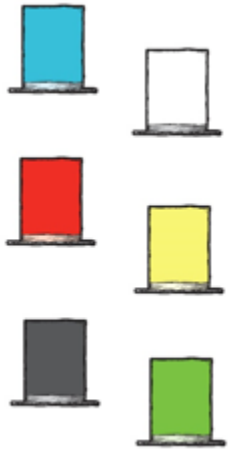
- Provides a roadmap for a thinking agenda
- Promotes robust, full-colored thinking
- Reduces meeting time by up to 50%
- Ensures all meeting attendees participate
- Promotes teamwork and respect for individuals

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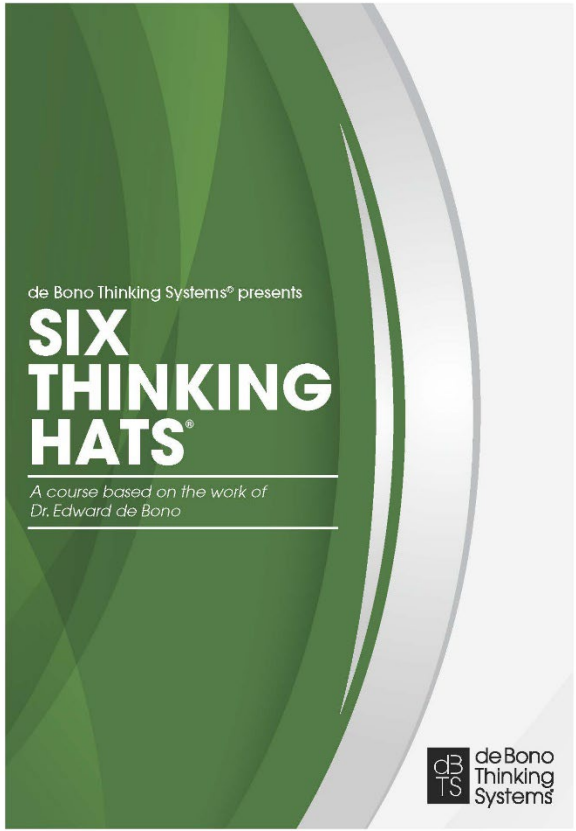
Want more?

Schedule a training for your team.

Register for an upcoming open session.



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Thank you!

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