



Edward de Bono's **Six Thinking Hats®**



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de Bono's Six Thinking Hats®

Ideas for Action with Six Thinking Hats...



Blue Hat

Managing the Thinking Process

- ✓ The facilitation hat
- ✓ Organises the thinking
- ✓ "Thinking about the thinking"
- ✓ Sets the focus: Defines the problems and shapes the questions
- ✓ Manages the use of other hats
- ✓ Ensures Parallel Thinking rules are observed
- ✓ Summaries, overviews and conclusions



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Blue Hat

Managing the Thinking Process

Key Disciplines:

- ☞ Discipline of Focus
- ☞ Discipline of the Hats
- ☞ Discipline of Time



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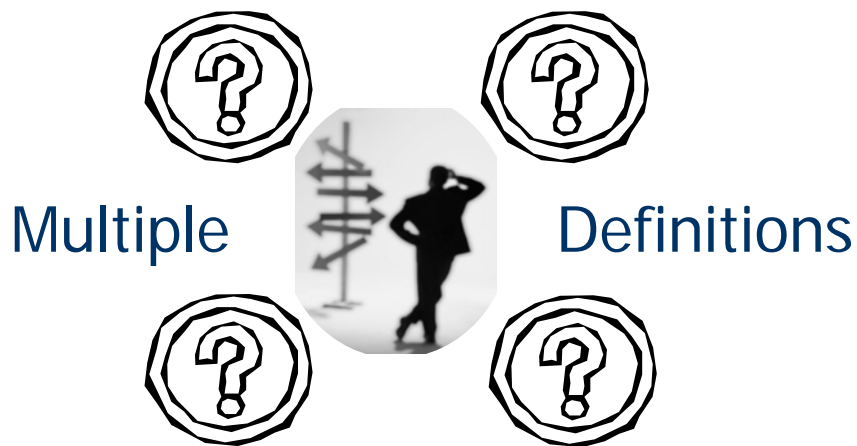
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Defining the Challenge

What's the Blue Hat focus for your thinking?



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What's your Challenge?

More than one way to look at things...

Starting Problem: Sales are slumping.

- Customers aren't buying as much as they used to.
- Field sales reps aren't selling as much as they used to.
- The competition is winning more of our business.
- Our target market is declining.



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Focus Statements

From problems to focussed thinking

Switch the problem to a positive focus

- Use an action thinking verb to start...
- Indicate the purpose of your thinking...
- Qualify it with your ultimate goal...

e.g. Generate ideas that enhance customer perceptions of sales service, to ensure we effectively target the next initiative

e.g. Explore new ways to overcome sales objections, to give sales reps more confidence during client meetings

e.g. Simplify sales support processes, to build client loyalty to the level where they become advocates for our business

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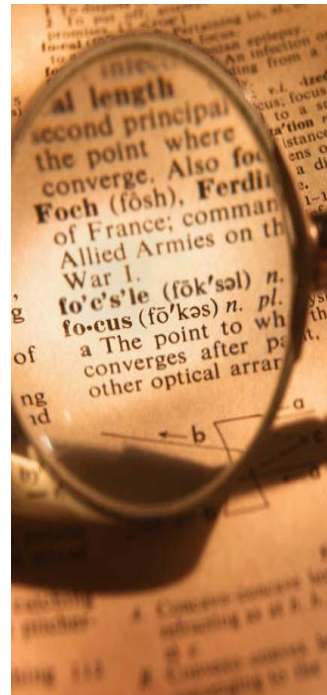
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Th!nking Verbs

To direct your thinking

- | | |
|------------|---------------|
| • Imagine | • Simplify |
| • Explore | • Strategise |
| • Generate | • Plan |
| • Research | • Develop |
| • Analyse | • Solve |
| • Review | • Diagnose |
| • Design | • Create |
| • Clarify | • Investigate |
| • Refine | • Determine |



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Define your challenge now

Start with your Red Car List...

Challenge: What do you want to think about?

Alternate Definitions

-
-
-
-

Blue Hat Focus Statement(s)

-



Take one of the challenges or potential areas of opportunity you have identified, and redefine it in several different ways...



White Hat

Information Known or Needed



- ⇒ Neutral and objective
- ⇒ Information, data, facts and figures
- ⇒ Separate fact from speculation
- ⇒ Never your own opinions
- ⇒ Also identifies information that is missing, and possibly needed
- ⇒ and where to find it
- ⇒ Ensure relevance and reliability



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Red Hat

Feelings, Hunches and Intuition



- Seeing red, anger, emotion
- Legitimises emotions and feelings
- "This is how I feel"
- Fears, likes, dislikes, loves, hates
- No need to give reasons or basis
- Explores the feelings of others
- Valuable for voting and sorting
- Decision making after other hats



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Yellow Hat

Values & Benefits, Positive Aspects



- ✓ Positive and constructive
- ✓ Explores and probes for value and benefit short and long term
- ✓ Strives to find logical support – Why it will work
- ✓ Creates concrete proposals and suggestions
- ✓ Speculative & opportunity seeking
- ✓ Permits visions and dreams



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Black Hat

Judgement / Devil's Advocate Negative Aspects



- ✗ Dark, Gloomy, Negative
- ✗ Caution - not argument
- ✗ Critical negative judgement
- ✗ Risk analysis - Why it will not work
- ✗ Points out faults in a design
- ✗ Points out dangers and potential problems
- ✗ Logical reasons must be given



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Green Hat

**Possibilities, Alternatives
& New Ideas**

- ☞ Creative ideation
- ☞ The search for alternatives
- ☞ Does not have to be logical
- ☞ Movement replaces judgement
- ☞ Moves from one idea to reach other ideas
- ☞ Generates new concepts and new perceptions



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Getting Started

How and When to use Six Hats

Single Use
Systematic Use

HOW

Individual Use
Use in Conversations
Use In Meetings
Use in Reports

WHEN

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Notes...

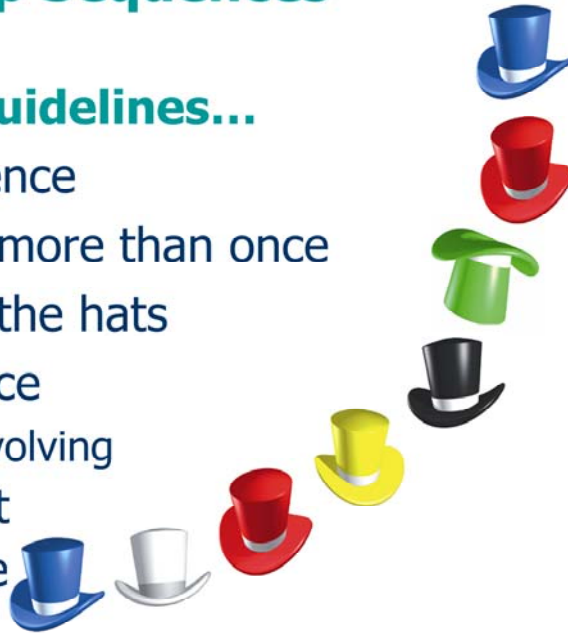


How to use Six Thinking Hats

Setting up Sequences

Basic sequencing guidelines...

- No one right sequence
- A hat can be used more than once
- You don't need all the hats
- 3 Types of Sequence
 - Fixed, Flexible, Evolving
- Timing is important
- Start/End with Blue



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Fixed Sequences

Contingent or Flexible Sequences

Evolving Sequences

Timing

Depends on people involved

As short as 90 seconds

White Hat can be open ended

Don't cut off - But don't drag out

Red Hat can be very brief - 30 seconds

Always put a time limit - Don't announce any Hat as open ended



Setting up Sequences

Beginning



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Middle



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End



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Notes...



Th!nking Activities

Individual & Team Applications

Starting Problem/Opportunity

- Sales falling due to foreign imposed price increases

Blue Hat - Focus for Thinking

- Develop strategies that overcome price objections, in order to....
- Generate ideas that demonstrate greater value of our services, in order to...
- Explore presentation options that reduce focus on price, in order to...



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Team Collaboration

The Power of Parallel Thinking

Blue Hat Focus:

- Develop strategies that overcome price objections, in order to...

Hats Sequence

- White - price, lost sales, competitors
- Yellow - what value in our product
- Black - issues other than price
- Green - ideas to highlight value
- Red - what ideas look promising
- Green - develop ideas to overcome price objections
- Blue - next steps to action ideas



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Th!nking Activities

Individual & Team Applications

Starting Problem/Opportunity

- Potential to partner in a China office

Blue Hat - Focus for Thinking

- Explore viability of operating in China, in order to...
- Ideate and develop China entry strategies, ...
- Assess value of partnering in China, ...
- Generate ideas on how to succeed in China,...



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Team Collaboration

The Power of Parallel Thinking

Blue Hat Focus:

- Explore viability of operating in China, in order to...

Hats Sequence

- White - facts available, needed
- Yellow - benefits & opportunities
- Yellow - strengths for success
- Black - risks, downsides, dangers
- Black - weaknesses, threats, barriers
- Green - ideas to increase viability
- Red - feelings now, chance of success
- Blue - next steps, what actions now



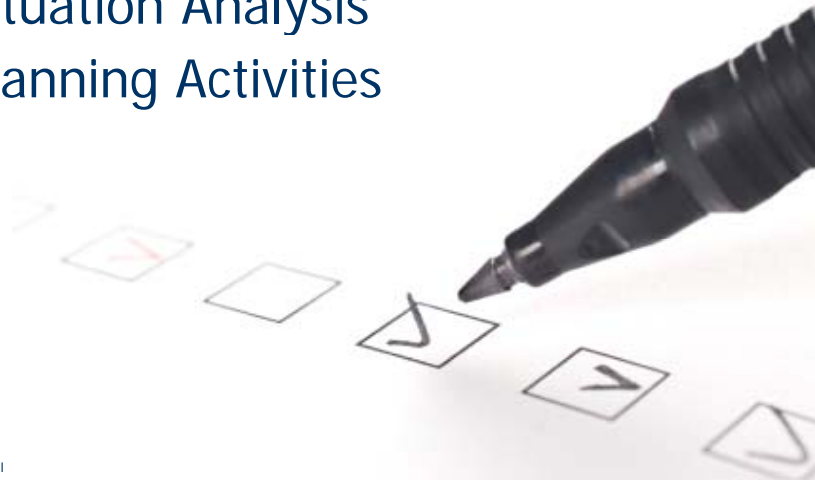
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Where can you use Parallel Thinking?

- ✓ Situation Analysis
- ✓ Planning Activities



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Where can you use Parallel Thinking?

- ✓ Meeting Management
- ✓ Team Building



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Where can you use Parallel Thinking?



- ✓ Creative Problem Solving
- ✓ Process Improvement

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Where can you use Parallel Thinking?

- ✓ Concept Development
- ✓ Leadership Development



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Th!nking Activities

Problem/Opportunity:

Where do you want to direct your thinking?



Focus for Hats:



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Exercise

The Power of Parallel Thinking

Blue Hat Focus:

Hats Sequence



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Putting on Your Thinking Cap

Hats Sequence

➤ **Blue - Explore viability of concept...**



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Design a Six Thinking Hats sequence on the topic given. If working in a team appoint a Blue Hat facilitator to help control the session.