

Welcome to

Interconnecting Thinking to Action:

An overview of Edward de Bono's *Six Action Shoes*



Navy Formal Shoes



Grey Sneakers



Purple Riding Boots



Orange Gumboots



Pink Slippers



Brown Brogues

Presented by Dale S. Deardorff April 12th 2007

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Overview

Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

- Intro to Actions
- Six Styles of *Action*
- Navy Formal Shoes
- Grey Sneakers
- Brown Brogues
- Orange Gumboots
- Pink Slippers
- Purple Riding Boots
- Combination of Shoes
- *Action* not Description
- Simple and Practical
- Language & Terminology
- Conclusion
- Next *Action* Steps



Actions

Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

- Training of **Action** Skills
- Allows the breaking down of **Action** into six distinct modes
- Shoes imply **Action**...reaching a destination
- The **Action** needed to paint an egg shell is different from the Action needed in a boxing match.



Actions

Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

- **Action's** create beliefs – What is a belief:
 - A belief is an idea, a hypothesis, a theory or a way at looking at the world which.....Forces us to look at the world in a way that supports that belief.
 - Paranoid people use complicated logic to show that all events are directed towards themselves.



Presumptions

Overview presentation is adapted from:

De Bono, E. (1992) Harper Collins Publishing, NY

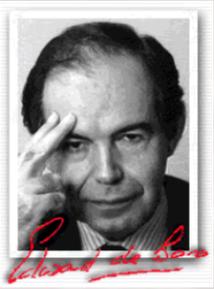
- Often we assume that **Action** is easy and obvious – that thinking lays out the roads and decides which road should be taken.
- We may presume that it is as simple as walking along the correct road...it's not that easy!
- Forks in the road may make it impossible to select the correct road, you only have a limited distance down the path before you have uncertainty.



Presumptions

Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

- Too often education is about description and analysis.... not how to act.
- Thinking is only one side of things – **Action** is the other side.
- Thinking is an end in itself, but usually the purpose of thinking is to chose or design a course of **Action**.
- The real world involves **Action** as well as knowledge.



Background

Overview presentation is adapted from:

De Bono, E. (1992) Harper Collins Publishing, NY

- Written on a flight from London, England to Auckland, New Zealand.
- The purpose of Thinking is to chose or design a course of *Action*!
- Sometimes there is a distinct Thinking phase & then an *Action* phase.
- At other times Thinking and *Action* are intertwined so that Thinking takes place in the course of *Action*.



Self-Organizing Systems

Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

- Each pair of **Action** shoes is assigned a different color and covers one particular style or idiom of **Action**.
- Provides a framework thru which a person can become familiar with different types of situations & then uses this familiarity to react suitably in similar situations.
- The brain works as a self-organizing system in which information arranges itself into patterns – not unlike rain on a landscape. Experience follows these patterns just as rain follows streams.



Coded Communication

Overview presentation is adapted from:

De Bono, E. (1992) Harper Collins Publishing, NY

- Many police forces have a “code” for situations so that communication can be simplified (411, 911, Amber Alert).
- This useful communication shorthand sets up both expectations and *Action* patterns.
- The “coding” describes the nature of the situation but not the *Action* required.
- Examples would be CDR, PDR, DTC, EAC – the process defines the individual understanding.

*We need process standards to establish
common understanding*



Introduction

Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY



Navy Formal Shoes – used for situations requiring routines and formal procedures



Grey Sneakers – used for situations requiring exploration, investigation and collection of evidence



Purple Riding Boots – used for situations requiring authority and command



Orange Gumboots – used for situation requiring Danger and emergency action



Pink Slippers – used for situations requiring care, compassion and attention to human feelings and sensitivities



Brown Brogues – used for situations requiring practicality and pragmatism



Introduction

Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

- Must be different colors from Six Hats so that the organization can use both aspects of the metaphoric system without confusion.
- Visualizing the **Action** shoes in color and shape is an important part of the learning process.
- The “Six Shoe” framework indicates the type of behavior that may be needed in a **Simple** situation.

Situations are rarely pure – they often require a combination of two types of Action.



Navy Formal Shoes

Routines & Repeatable Procedure's

- Routines help to avoid making a dangerous mistake – make comprehensive checklists.
- Automobile drivers can not choose what side of the road to drive on (4-way stops: The driver on the right side is supposed to have the right of way).
- Standard Forms & Routines simplify life and allow us to cope with complexity.
- In organizations the protocols are defined by the individuals.



Navy Formal Shoes

Routines & Repeatable Procedure's

- Many people are irritated by routine because they tend to stifle initiative and creativity and make for inflexibility.
- It is easier to use a routine checklist than to figure everything out each time (Establish Processes).
- Society & Organizations need rules, laws, procedures and routines or they find themselves in Confusion and Chaos.
- Doctors go through a diagnostic routine with patients to be sure they have covered all disease possibilities.

*Sometimes routine helps us avoid
making dangerous mistakes*



Navy Formal Shoes

Routines & Repeatable Procedure's

Overview presentation is adapted from:

De Bono, E. (1992) Harper Collins Publishing, NY

- The Brain sets up patterns so we can effectively with the understand the world - This is the “Nature of Perception”.
- Instead of analyzing each new experience we recognize the situation by using a perceptual pattern.
- You know exactly the next step because you are following a known routine.

In some ways Routines provide freedom



Navy Formal Shoes

Routines & Repeatable Procedure's

Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

There is a difference between:

A Restrictive Structure

A Railway Line

A Locked Room

A Liberating Structure

A Ladder

A Cup

A Mathematical Notion



LET'S EXPLAIN HOW

*A Routine is an Action Pattern that has
been laid down in advance*



Navy Formal Shoes

Routines & Repeatable Procedure's

Overview presentation is adapted from:

De Bono, E. (1992) Harper Collins Publishing, NY

Some basic questions can be asked about Routines:

- Which Routine should be used here?
- What are the steps of this Routine?
- Is it necessary to combine Routines?
- Is some flexibility necessary?
- Where can flexibility be used?
- Can this Routine be improved?
- Can I check the application of this Routine?
- What output or result do I expect?

The better a Routine is known, the less trouble there is in using that Routine (NASA Countdown) 2007 Forum

NAVY Formal Shoe Situation

Storm batters shuttle Atlantis

Updated 5d 20h ago | [Comment](#) | [Recommend](#)

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[Enlarge](#) KSC/NASA via Getty Images

A view of the external tank of space shuttle Atlantis riddled with hail marks.

By Traci Watson, USA TODAY

Hailstones as big as golf balls put more than 7,000 dings into space shuttle Atlantis' fuel tank Monday night and may delay the ship's launch from March until June, NASA officials said Tuesday.

The news of the fuel tank problem came the same day a safety panel released a report warning that the International Space Station faces a "high safety risk" from small space rocks and space debris.

Wayne Hale, the shuttle's program manager, said the storm did "the worst damage we've ever seen from hail" on the tank, which is covered in foam insulation with roughly the texture of a picnic cooler.

Not all of the thousands of dings in the foam will need to be fixed, said John Chapman, the tank manager. The deeper holes will be filled, and abrasions to the shuttle's heat-shielding tiles will be repaired.

GRAPHIC:How hail forms

That means Atlantis won't launch as planned during March to help finish the space station, the half-built scientific laboratory orbiting the Earth. Hale said if repairs are completed quickly, liftoff could be rescheduled for late April.

Hale said the delay would not affect the shuttle's ability to make 16 flights to build and supply the space station in the next 4½ years as planned.

According to the new report, commissioned by Congress, once the station is completed, there is a 9% risk it could be destroyed or its crew killed by a collision with space debris. The \$100 billion lab also faces an 18% risk that damage from space debris would force humans to abandon it.

Protective panels for the station's most vulnerable sections have been sitting inside the station waiting for installation for months, even years. Some are scheduled to be hung outside the station in April, others not until

Describe what your Action plan would be in small teams and out brief

2007 Forum

Grey Sneakers

Investigation and Information



Overview presentation is adapted from:

De Bono, E. (1992) Harper Collins Publishing, NY

- You must ask...at this moment – what is the central purpose of my activity (to collect information).

This action depends upon several factors:

- What is the time pressure – is there a hurry or will delay have negative consequences?
- What are the dangers of precipitate **Actions** or what are the benefits of quick **Action**?
- What is the trade off between more thorough data collection and the need for **Action**?



Grey Sneakers

Investigation and Information

Overview presentation is adapted from:

De Bono, E. (1992) Harper Collins Publishing, NY

- Grey Action mode implies removing the fog of ignorance and includes both collecting information and thinking.
- You don't know what you will do next – what you find determines your next step.
- Similar to conduction of conversation that may turn in any direction.

*There is no desire to be noticed or even
to affect the other people*



Grey Sneakers

Investigation and Information

Overview presentation is adapted from:

De Bono, E. (1992) Harper Collins Publishing, NY

- Grey Action mode includes all activities that are necessary in order to obtain the information.
- Thinking is involved in collecting information which may trigger ideas...which may trigger an information search.
- Information is not a substitute for ideas or thinking - the key is to sustain an active interplay between thinking & information collecting.

Thinking directs information collecting & makes the best use of what has been collected



Grey Sneakers

Investigation and Information

Overview presentation is adapted from:

De Bono, E. (1992) Harper Collins Publishing, NY

- Sneakers are quiet to allow listening & exploring.
- Casual and relaxed with energy directed at getting information from surroundings.
- Includes both collecting Information & Thinking.
- You don't know what you are going to find...what you find determines your next step.

*Similar to conducting a conversation that
may turn in many directions*



Grey Sneakers

Investigation and Information

Overview presentation is adapted from:

De Bono, E. (1992) Harper Collins Publishing, NY

- Persistence is probably the most important characteristic needed for the Grey sneaker mode.
- Grey Sneaker Action Style also includes thinking in general.
- **Action** is required to collect information, and skill is involved in deciding “HOW” to collect the information & making the best use of it.

*The Action mode is absorbing
information & using it*



Grey Sneakers

Investigation and Information

Overview presentation is adapted from:

De Bono, E. (1992) Harper Collins Publishing, NY

Examples would be.....

- A Scientist pursuing a theory
- Investigative Journalist
- Detective solving a crime
- Market researchers trying to asses a new product
- Pollsters
- Investment Bankers contemplating a takeover
- Tax inspectors

Anyone who is Exploring Situation's

Grey Sneakers Situation

More fliers face long runway waits

Updated 1d 12h ago | Comment | Recommend

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[Enlarge](#)

By Lou Martins, AP

A flier's cellphone camera shows restless passengers during an 8½-hour wait aboard JetBlue Flight 751 on an icy Feb. 14 at New York's JFK airport.

■ HUNDREDS ON TARMAC MORE THAN 2 HOURS

Hours between the time domestic flights for U.S. carriers pulled away from the gate and when they took off:

Hours	2-3	3-4	4-5	More than 5
Flights	454	96	34	4

Source: U.S. Department of Transportation

By Marilyn Adams, USA TODAY

Long waits on the taxiway of two-plus hours by domestic airliners nearly doubled in January from a year earlier, federal data released Monday show.

The report by the U.S. Bureau of Transportation Statistics says 588 flights sat for more than two hours on taxiways before taking off in January. Although that's just 9.5 incidents for every 10,000 domestic flights, the number was up from 298 in January 2006. The January 2007 rate was lower than the overall 2006 rate of more than 10 such incidents for every 10,000 flights operated.

The report does not include flights that waited on taxiways and then were canceled, so the number of flights with long taxiway waits is probably higher.

The monthly accounting from the unit of the Department of Transportation comes amid growing public and congressional concern about how many flights are forced to wait hours after leaving the gate, especially during severe weather.

On Valentine's Day last month, nine JetBlue (JBLU) flights sat for more than six hours in an ice storm at New York's John F. Kennedy airport. The storm stranded hundreds of passengers for up to 10 hours, prompting calls for federal regulation to prevent recurrences.

FIND MORE STORIES IN: [American Airlines](#) | [Jetblue](#) | [Long](#) | [John F Kennedy International Airport](#) | [Tim Wagner](#) | [Expressjet](#)

Describe what your Action plan would be in small teams and out brief

2007 Forum

Brown Brogues

Practical Behavior & Flexibility



Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

- Do what is Sensible and Practical at every moment.
- The general skill of “Operacy” (Doing) are best illustrated by Brogues Action.
- There is no rigidity about Brogue Action - You can do *What* can be done...and adapt *Why* you can do it.
- Good principles do not include “the End justifies the Means” – a concern for the Truth is both a Principle & a Value.

*Action without Principles is dangerous
and intolerable*



Brown Brogues

Practical Behavior & Flexibility

Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

- Determined initially by the needs of the situation, the understanding and appreciation of the situation.
- Do the obvious – except in a conflict situation where surprise may have a benefit.
- Avoid letting the situation get out of control – try to control the situation so that you are not carried along or have to respond to the initiatives of others.

Brown Brogues

Practical Behavior & Flexibility



Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

- This means trying out different perspectives & establishing priorities.
- Priorities set Objectives & Guidelines for *Action*
 - What do you want to achieve?
 - What matters most?
 - What needs to be done first?

*Practicality is an acknowledgement of what
is actually Do-Able*

Brown Brogues

Practical Behavior & Flexibility



Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

- Brogue Action is a combination of Good Values, Good Sense & Good Principles.
- Good Sense is a combination of Sensitivity, Priorities and Practicality.
- Sensitivity means clear understanding of the situation and the people involved.

*Asking what is the most effective course of
action is a good Brogue habit*

Brown Brogues

Practical Behavior & Flexibility



Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

- Efficiency and Effectiveness are not the same thing – efficiency is a balance between input and output.
- Effectiveness means making sure the Resources are available to get the results you want.
- Effectiveness does not mean inefficiency – it means focusing directly on what you want to achieve.

*Brogue Action is concerned with getting
effective results*

Brown Brogue Situation

Fox's '5th Grader' makes smart moves

Updated 7h 23m ago | Comments  5 | Recommend  26

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By **Gary Strauss, USA TODAY**

What makes a game show a hit?

Start with the name.

Fox's *Are You Smarter Than a 5th Grader?* (tonight, 9 ET/PT) earned honor-roll status last week, with three episodes averaging more than 24 million viewers a night, second only to its lead-in, *American Idol*.

"It's a catchy title," says Shari Anne Brill, programming chief at media buyer Carat USA. "It implies that if you're not smarter than your kids, it's humiliating. That's priceless."

Clearly, *5th Grader*, whose premiere Feb. 27 was the highest-rated debut on any network since 1998, gets a huge boost from *Idol*. Whether *5th Grader* can make the grade on its own is unclear; March 15 is the first of six 8 p.m. Thursday shows untethered from *Idol*.

FIND MORE STORIES IN: [Fox](#) | [American Idol](#) | [Mark Burnett](#) | [Who Wants to Be A Millionaire](#) | [Millionaire](#) | [Jeff Foxworthy](#) | [Host](#) | [Grader](#) | [Shari Anne Brill](#)

But observers suggest that *5th Grader's* premise — adults coming off as dummies when trying to answer grade-school questions — could vault it to the powerhouse status of NBC's *Deal or No Deal* and ABC's *Who Wants to Be a Millionaire*. "This could play any time of year," Brill says. "There are so many ways to work this."



 Enlarge

Fox

High marks: Host Jeff Foxworthy and fifth-grader Spencer.

Describe what your Action plan would be in small teams and out brief



Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

Orange Gumboots

Safety and Danger

- Directly concerned with emergency situations or a situation that threatens danger.
- The timeframe in an emergency is much shorter than other situations which may be unstable & suddenly become worse.
- The situation may be unappreciated and require that an **Action** of some sort is necessary with urgency.

*In Emergency Situation's Human
lives are at risk*



Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

Orange Gumboots

Safety and Danger

- Orange mode actions need to be designed – simply thinking of the ultimate objective is not enough.
- Alternate steps have to be generated, considered and assessed.
- The possible outcomes of each step must be examined.
- The priorities are clear – minimize the danger – everything is assessed against this priority.



Orange Gumboots

Safety and Danger

Overview presentation is adapted from:

De Bono, E. (1992) Harper Collins Publishing, NY

- In the end people type crisis are solved thru shifts of perception.
- Change in perception proceeds changes in behavior & emotion.
- Because perceptions are fragile they can easily be destroyed by a false move.
- Ego's, Pride & Turf battles are counter productive when orange mode is needed.



Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

Orange Gumboots

Safety and Danger

The Strategic Focus becomes:

- Set up methods of decision making and planning
- Determine who needs to be involved
- Decide on the initial strategy
- Develop parallel strategies to minimize or prevent
- Develop & Review a variety of **Action** options
- Reassess the situation periodically
- Never panic or permit Panic!



Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

Orange Gumboots

Safety and Danger

The Immediate Focus becomes:

- What is the existing danger?
- What are the potential dangers?
- How can the dangers be **Removed**?
- How can the dangers be **Contained**?
- How can the dangers be **Minimized**?

Think ahead to deal with eventualities

Orange Gumboots Situation

House Dems: Iraq pullout by fall '08

Updated 4m ago | Comment | Recommend

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[Enlarge](#)

By Maya Alleruzzo, AP

Iraqi women watch Sgt. Christopher Parks as he patrols Baghdad on Thursday. House Democrats unveiled legislation Thursday requiring the withdrawal of U.S. combat troops from Iraq by fall 2008.

■ DEMOCRATIC PROPOSALS

House Democratic leaders proposed adding language to President Bush's request for nearly \$100 billion for military and diplomatic efforts in Iraq and Afghanistan that:

- Requires that all combat troops begin leaving Iraq in March 2008 and are gone by that October. Would allow personnel conducting training and diplomatic missions to stay.

- May require that troops come home sooner than October 2008 if the Iraqi government does not meet certain benchmarks for easing violence and political divisions in the country. These benchmarks include a political agreement

By **Kathy Kiehl**, USA TODAY

WASHINGTON — House Democrats put themselves on a collision course with President Bush today by unveiling legislation that would set a deadline to begin withdrawing U.S. troops from Iraq in March 2008.

Under the proposal, all troops would have to be out of Iraq by the fall of next year.

House Speaker Nancy Pelosi, D-Calif., said the deadline would be attached to legislation providing nearly \$100 billion requested by the Bush administration for the wars in Iraq and Afghanistan. If the proposed amendment passes, Bush could kill it only by vetoing the entire emergency funding bill.

ON DEADLINE: [Hear audio on the plan](#)

Democrats won control of Congress last fall in midterm elections in large part because of public opposition to the war, and have vowed since taking power to challenge Bush's policies.

FIND MORE STORIES IN: [Iraq](#) | [House](#) | [Congress](#) | [Republican](#) | [George W Bush](#) | [Pelosi](#) | [House Democrats](#) | [John Boehner](#) | [ALLERUZZO](#)

Senior White House adviser Dan Bartlett, accompanying Bush on a flight to Latin America, called the proposal a "non-starter" for the president. He told reporters that it "would unnecessarily handcuff our generals on the ground."

"Obviously, the administration would vehemently oppose and ultimately veto any legislation that looks like what was described today," he said.

The compromise plan is an attempt by Democratic leaders to appeal to moderates, who don't want to be seen as tying the hands of the commander in chief, and liberals, who prefer to cut off funds for the war.

Describe what your Action plan would be in small teams and out brief

Pink Slippers

Attention to Human Feelings & Sensitivities



Overview presentation is adapted from:

De Bono, E. (1992) Harper Collins Publishing, NY

- Feeling has value, but not as much as feelings put into *Action*.
- Pink Slipper Mode is not just about being sensitive and feeling the right feelings: it is about *Action*.
- What matters most is not the actual feeling of empathy or sympathy but the intention to care and the actions that arise from this intention.
- Caring is a human emotion and not an intellectual exercise.

*Caring actions are designed to show
caring and offer help*

Pink Slippers

Attention to Human Feelings & Sensitivities



Overview presentation is adapted from:

De Bono, E. (1992) Harper Collins Publishing, NY

- Changes in attitudes occur in people who view videotapes that illustrate poor customer service.
- When this sort of behavior is highlighted and captured people tend to avoid it.
- Caring means what it says – small gestures can be important.
- Using the Slippers mode does not mean play-acting, being artificial or insincere.

The practical nature of actions will vary with situations (Listening)

Pink Slippers

Attention to Human Feelings & Sensitivities



Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

There are several possible levels of caring:

- Intention: The desire to care
- Feeling: Empathy and Sympathy
- Gesture: Visible actions that show caring
- Action: Actual help and caring

*You can not order people to feel Caring, but
you can ask them to carry out caring actions*

2007 Forum

Pink Slippers

Attention to Human Feelings & Sensitivities



Overview presentation is adapted from:

De Bono, E. (1992) Harper Collins Publishing, NY

- In their perceptions some people draw a line around the real people for whom they should care – outside that line are the enemy!
- This is a brutal form of the “Us versus Them” mentality.
- Pink slipper action removes these lines and barriers in order to realize that everyone deserves human care.
- Not easy especially if you expect equal consideration in return.

Pink Slippers

Attention to Human Feelings & Sensitivities



Overview presentation is adapted from:

De Bono, E. (1992) Harper Collins Publishing, NY

- People caring for people is the essence of *Family*.
- People caring for people defines a *Successful Community*.
- People caring for people is the basis of *Civilization*.
- Pink shoes or boots are a little absurd and difficult to visualize.
- Slippers suggest comfort, and *Humanity* fits directly with the Pink action mode.

*Its difficult to visualize being aggressive in
pink slippers*

Pink Slippers Situation

The screenshot shows the nola.com website interface. At the top left is the nola.com logo with the tagline "Everything New Orleans". To the right, it says "With News & Classifieds From: The Times-Picayune". Below this is a red banner for "Femme Femme Femme" with the text "GET YOUR STUFF NOTICED! SELLING IS EASY!" and images of a camera, a table, and a baby stroller. A navigation bar includes "Find local news, businesses and more with our NEW SITE SEARCH:" followed by a search box and a "GO" button, and links for "RSS FEEDS" and "SITE INDEX". A secondary navigation bar lists "Home", "News+Biz", "Sports", "Forums", "Visitor", "Cams", "Living", "Entertainment", and "Classifieds". The main content area features a large article titled "KATRINA: ONE YEAR LATER" with a sub-headline "Hurricane Katrina struck the New Orleans area early morning August 29, 2005." The article includes a photo of a man (Ted Jackson) and a list of links for contests, T-shirts, and a book. A "MAGAZINE" section is visible on the right, and a "SIGN UP FOR JOB ALERTS" button is at the bottom right.

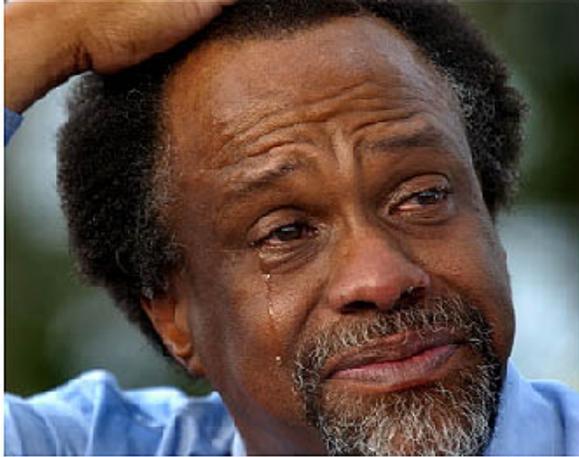
With News & Classifieds From: **The Times-Picayune**

GET YOUR STUFF NOTICED!
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KATRINA: ONE YEAR LATER With The Times-Picayune



Hurricane Katrina struck the New Orleans area early morning August 29, 2005. The storm surge breached the city's levees at multiple points, leaving 80 percent of the city submerged, tens of thousands of victims clinging to rooftops, and hundreds of thousands scattered to shelters around the country. Three weeks later, Hurricane Rita reflooded much of the area. The devastation to the Gulf Coast by these two hurricanes has been called the greatest disaster in our nation's history.

» **See the original reporting**

KATRINA ANNIVERSARY: DAY NINE

- Mississippi's recovery effort seems to be leaving Louisiana's behind. Why? | Audio-slideshow 📺 🔊
- Paw-abiding Bandit is home, a refugee no longer

KATRINA ANNIVERSARY: DAY EIGHT

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» [Thank You, Boys! - A Salute to the Saints Book](#)

MAGAZINE

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[CLICK HERE](#)

Ted Jackson/Times-Picayune

Remembering Katrina
The floodwaters rushed in, putting thousands in a struggle for life | [Slideshow: Storm and struggle](#) 📺 🔊
[Slideshow: Then and now](#) 📺 🔊



Purple Riding Boots

Leadership and Command

- Purple is an Imperial color and suggests authority.
- An Official position is not necessarily a superior one.
- A person may be in an Official role because there seems to be a need for that role and for having someone play that role.
- Organizations require that decisions be made and carried out to function effectively and efficiently.



Purple Riding Boots

Leadership and Command

- The role of a judge is to administer justice - a good judge carries out that role properly even though in their private life they may not act fairly or reasonable.
- The Official role is played by someone with expert training
 - The doctor has studied medicine
 - The lawyer has studied law
- Other Official roles, however, have no grounding in expert training



Purple Riding Boots

Leadership and Command

Police Officers

Fire Fighters

Judges

School Principals & Ambassadors carry out the functions of their Official roles.

- The Official role gives authority and power to some people and not to others.
- Even in communes that actively resist bureaucratic hierarchy people usually perform temporary Official roles.

No role takes a person above the law – not even the role of the President of the United States



Purple Riding Boots

Leadership and Command

- Quite ordinary people become judges and quickly learn to act with the wisdom & dignity of a judge.
- Behavior is guided by the behavior expected of the role.
- There are two main requirements for carrying out Purple actions
 - The behavior must be clearly signaled
 - The behavior must be consistent

The general principle is that if orders are illegal or criminal they should not be carried out



Purple Riding Boots

Leadership and Command

- Consistency & Purple boot signaling are complimentary – you cannot switch *IN* and *OUT* as suits you!
- In the Purple action mode the person performs the role without referring to formal steps.
- On occasion there also may be a close synergy between the *Purple* action mode and the *Orange* action mode because the Leadership and Authority conferred by the role may be useful in emergency situations.

*With the power of the role also goes the
responsibility of that role*

Purple Riding Boots Situation

Anna Nicole Smith burial case heads to appeal

Updated 2/27/2007 5:41 PM ET

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[Enlarge](#)

Entertainment Tonight

Anna Nicole Smith's remains were to be buried next to her son Daniel in the Bahamas. Her estranged mother, Vergie Arthur, is contesting that decision.

■ ANNA NICOLE SMITH: 1967-2007

- Anna Nicole Smith dies at 39 | Autopsy results



- Smith's body comes to final resting place
- Court issues stay in Smith burial case
- Battle over Anna Nicole's baby moves to Bahamas

WEST PALM BEACH, Fla. (AP) — An appeals court was set to hear arguments Wednesday about whether Anna Nicole Smith should be buried in the Bahamas or Texas — a dispute that has dragged on for more than two weeks after the pinup's death.

In filings Tuesday with the Florida 4th District Court of Appeal, attorneys for Smith's boyfriend and her infant daughter claimed Smith's estranged mother was trying to "place her in death where she never wanted to be in life" — Texas.

The three judges assigned to the case haven't said when they will rule. Smith, 39, died in a Florida hotel Feb. 8.

Florida Circuit Judge Larry Seidlin last week gave control of Smith's body to the attorney for her 5-month-old daughter, Dannielynn. The judge said he wanted to preserve Smith's dignity by having the funeral occur quickly after being told by the medical examiner that her body was decomposing.

The girl's attorney, Richard Milstein, quickly said he would bury Smith in the Bahamas, where witnesses said she wanted to be laid to rest.

But Smith's estranged mother, Virgie Arthur, filed a petition Monday challenging the decision. In filings Tuesday, she claimed that Seidlin had no authority under Florida law to grant custody of Smith's body to the girl's advocate, and that she is the "legally recognized person" to take her daughter's remains.

Smith's death has also sparked a dispute over her infant daughter. Smith's boyfriend, Howard K. Stern, is listed on the birth certificate, but two other men also claim to be the girl's father.

Describe what your Action plan would be in small teams and out brief

2007 Forum



Combinations

Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

- Use of combinations may indicate that either action shoe is required.
- One action shoe may reveal that another complimentary shoe would allow you to discover something important.
- There is no formal framework for combining the different modes of *Action*.

The shoe metaphor fits for wearing a pair of action shoes



Combinations

Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY



*Having two shoes in a pair provides flexibility –
six shoes have 15 possible combinations*



Combinations

Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

- **Balanced Combination:** The situation demands an equal measure of two different *Action* modes.
- **An Uncertain Situation:** The balance of *Action* may tip one way or the other. Two colors are needed to cover the possibilities.
- **A Modifying Situation:** One *Action* mode dominates but another *Action* mode acts as a modifier.

In practice, these situations are rarely pure examples of one or another action mode.



Action Mode Summary

Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

- NAVY Blue suggests routines, drills and formality.
- Routines can be improved and may need to changing but that is a separate *Action*.
- Don't seek to improve a routine while your using it.
- Once you have switched into the NAVY Shoe action mode then apply the routine as perfectly as possible.



Action Mode Summary

Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

- Grey suggests grey matter of the brain. Grey also suggests fog and mist.
- Sneakers are quiet and casual.
- It may be necessary to have a hunch, a theory, or a hypothesis to start collecting information.
- The purpose of information collection is to be as comprehensive and neutral as possible: it is not to support your hypothesis.



Action Mode Summary

Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

- Brown is the color of the earth, and the *Action* style is down to earth.
- The Brogue is a hard-wearing shoe suitable for most occasions.
- Moment-to-moment adjustment and flexibility in response to the situation are called for.
- Behavior is guided by objectives, priorities and basic values and principles.



Action Mode Summary

Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

- Orange is the color of danger, fires and explosions.
- Gumboots are worn by fire fighters and emergency crews.
- When situations are unstable, unpredictable and likely to get worse, urgent **Action** is required.
- Determine who is in charge and establish communication between the different parties involved.



Action Mode Summary

Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

- Pink is a gentle, feminine color, Slippers represent comfort.
- The prime consideration is that *People* matter as *People*.
- *Listening* is an important part of *Caring*.
- Understanding the perceptions and values of others is a key part of caring. Understanding precedes appropriate actions.



Action Mode Summary

Overview presentation is adapted from:
De Bono, E. (1992) Harper Collins Publishing, NY

- Purple is the traditional color of authority as in ancient Rome. Riding boots suggest a special function.
- **Actions** must be consistent with the duties, obligations and expectations of that role. Within this framework initiatives are possible.
- Once you have indicated you are acting in an official capacity, be consistent and don't keep switching back and forth between official and unofficial roles.

Final Action Shoe's Situation



Enlarge

By Kevin Lamarque, Reuters

Former Vice President Al Gore urged members of Congress today to work on a "smart grid" that allows easier sale of alternate energy sources, and other methods to reduce global warming.

By Traci Watson, USA TODAY

WASHINGTON — Al Gore returned today to the Congress where he once served, touting new ideas for attacking global warming and taking questions from some of his biggest supporters — and most persistent critics.

Fresh from winning an Academy Award for *An Inconvenient Truth*, his documentary on global warming, Gore implored members of Congress to take action on the problem and proposed an immediate freeze on the emissions of the gases responsible for the Earth's rising temperature.

'HOT' TOPICS: Purpose found off the campaign trail

"What we're facing now is a crisis that's by far the most serious we've ever faced," Gore told a meeting of the House committees on energy and science. "We do not have time to play around with this. We do not have the luxury of playing political football."

Gore, a former Democratic presidential nominee, vice president, senator and House member, has made global warming a personal crusade. He long has warned that dramatic climate changes in upcoming years, caused largely by increased carbon dioxide in the atmosphere, will trigger a cascading series of problems, including rising ocean levels, more dangerous weather patterns and widespread flooding in some areas and drought in others. He is taking questions from a Senate panel this afternoon.

FIND MORE STORIES IN: [House](#) | [Congress](#) | [Senate](#) | [Vice President](#) | [Gore](#)

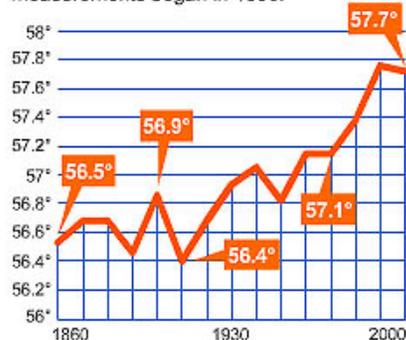
AUDIO: Gore: Planet 'radically altered'

This morning, among other proposals, Gore called for:

- Freezing carbon dioxide emission levels "right now, and then start the reductions."

WARMING WORLD

The Earth's surface temperature has risen by more than 1°F since accurate measurements began in 1860.



Source: University of East Anglia in Great Britain; www.metoffice.gov.uk
By Frank Pompa and Doyle Rice, USA TODAY

Which Action Shoe(s) would you use? – create your final plan and out brief



The End

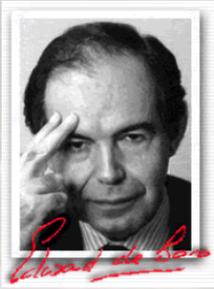
Conclusion

Overview presentation is adapted from:

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- Limited framework of the Six Action Shoes is *Inadequate* to describe extremely *Complex* Actions.
- Suitable as a *Action-to-Thinking* style framework.
- They are not analytical descriptions of behavior but style suggestions for behavior – they are concerned with what is about to be done and not what has already been done!

*Action Shoes should NOT be used
to categorize people!*



For more information on *Six Action Shoes*
Please contact: The McQuaig Group
132 Rochester Ave.
Toronto, ON Canada M4N 1P1

Or from the De Bono website location:
<http://www.edwarddebono.com/concept7.htm>

The book can be purchased thru Amazon.com at:
<http://www.amazon.com/Six-Action-Shoes-Edward-Bono/dp/088730513X>

