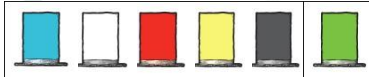
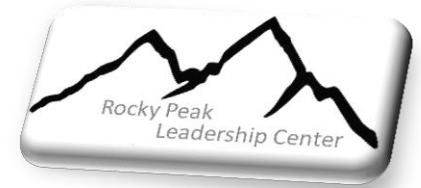


# .....Six Thinking Hats



Tools for Parallel Thinking®



## 2011 In2:InThinking Network Forum

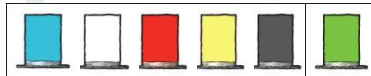
### Exploring Opportunities with Parallel and Lateral Thinking Methods

**Tuesday May 3<sup>rd</sup> 2011**  
**8:30 am – 12:00 pm**

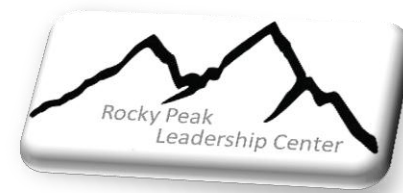


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# .....Six Thinking Hats



Tools for Parallel Thinking®

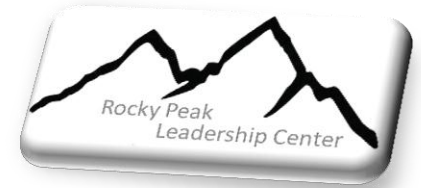


**“From debating  
what is...**

**To designing  
what can be”**

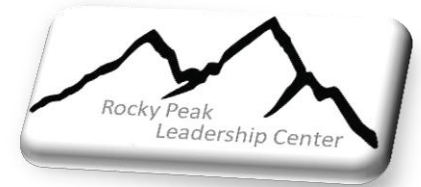


# Overview



- Introduction
- Learning the Hats
- How & When to Use the Hats
- Lateral Thinking
- Tips & Templates

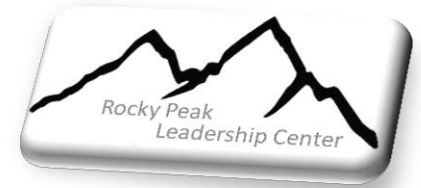




# The Originator – Edward de Bono

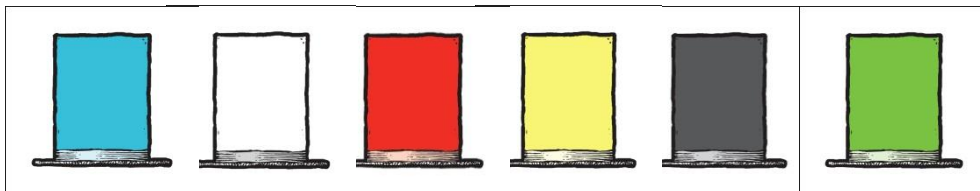
- World's leading authority in creative and conceptual thinking
- M.D., Ph.D., Rhodes Scholar
- Author of over 67 books with translations into more than 38 languages
- World renowned consultant to business, government and education
- More than 500,000 people have been trained in this method

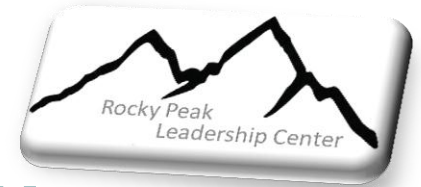




# Session Objectives

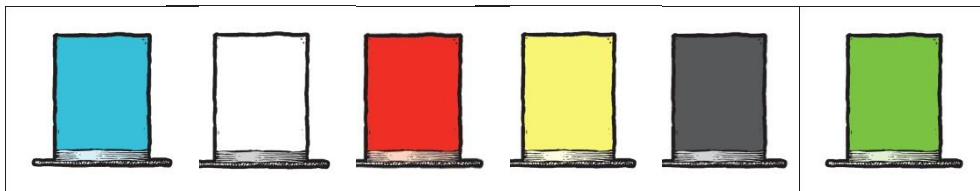
- Gain in-depth knowledge of the Six Thinking Hats<sup>®</sup> framework.
- Learn to use each of the Six Hats.
- Practice focused Parallel Thinking<sup>®</sup>.
- Sample Lateral Thinking tools.

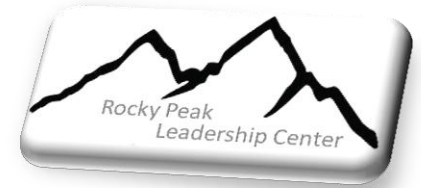




# Traditional Thinking--Individually

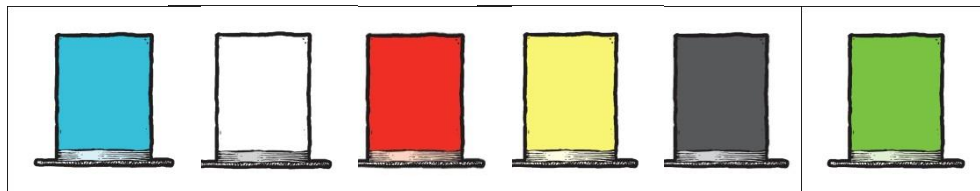
- Describe your current style of thinking.
- What are your thinking strengths?
- What are your thinking weaknesses?
- How is it working for you?
- Where do you do your best thinking?

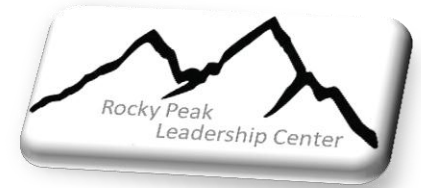




# Traditional Thinking

- The History of Thinking
- The Fall of the Roman Empire (476 A.D.)
- The Gang of Three (469-322 B.C.)
- Who Followed Their Philosophy?

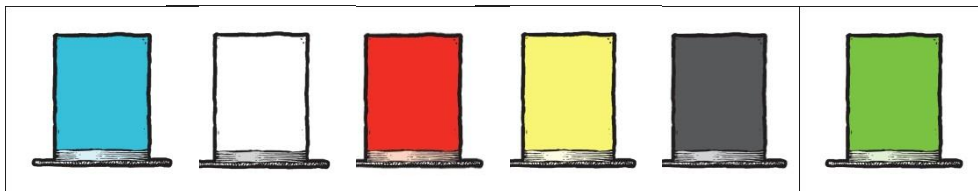




# Six Thinking Hats

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



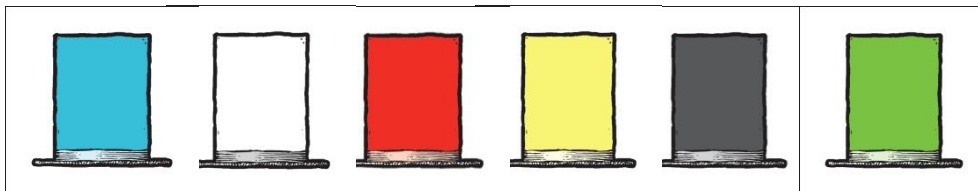
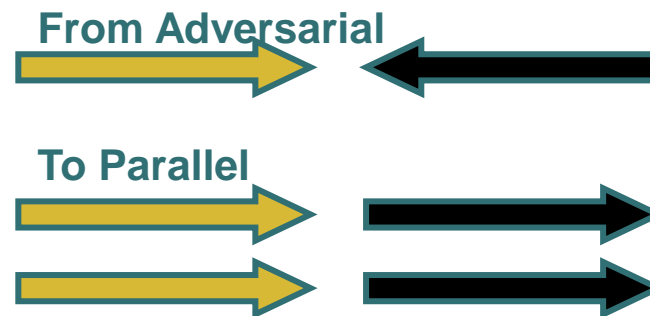


# Parallel Thinking

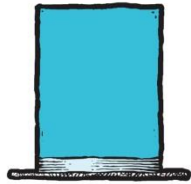
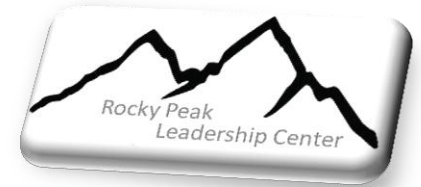


## What is Parallel Thinking?

- Prompts a group to pool all of their ideas rather than defending one point of view



# Six Thinking Hats



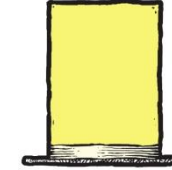
**Blue Hat**

Managing the Thinking Process



**Red Hat**

Intuition and Feelings



**Yellow Hat**

Benefits and Feasibility



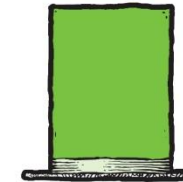
**White Hat**

Information Available and Needed



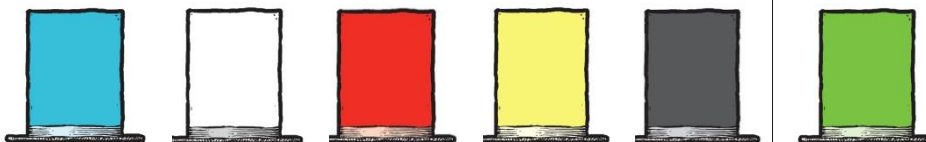
**Black Hat**

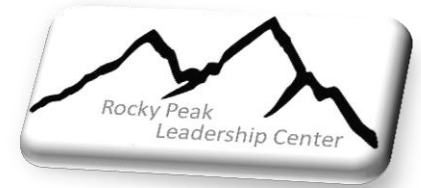
Caution, Difficulties and Problems



**Green Hat**

Alternatives and Creative Ideas

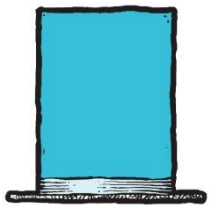




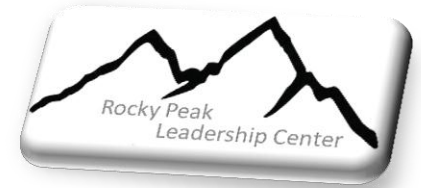
# Blue Hat

## Managing the Thinking

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

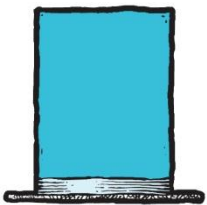


# Blue Hat



## Three Disciplines

- Focus: Decide on what you want to think about
- Technique: Choose the right hat or lateral thinking tool.
- Time: Set limits and work within them.



# White Hat

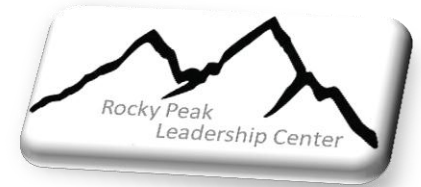


## Information

- 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.)



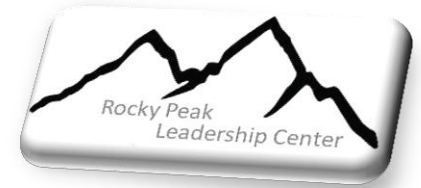
# White Hat



- 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)

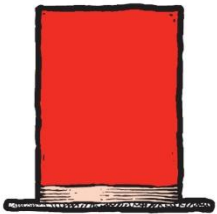


# Red Hat



## Feelings, Intuition, Gut Instinct

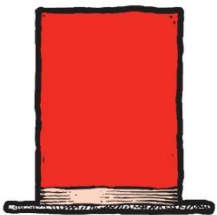
- Permission to express feelings
- No need to justify
- Represents feelings right now
- Keep it short
- A key ingredient to decision making



# Red Hat



- Should be limited to 30 seconds or less
- Best expressed in a word or two
- Gives us “full permission” to express feelings, hunches and intuitions



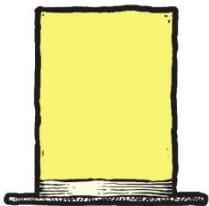


# Yellow Hat



## 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

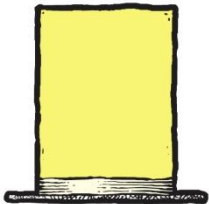


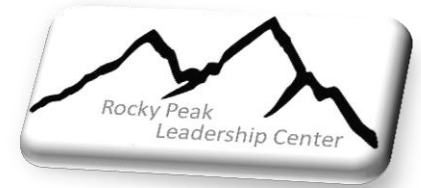
# Yellow Hat



## Yellow Hat Questions

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





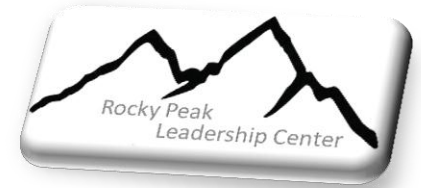
# Black Hat

## 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



# Black Hat

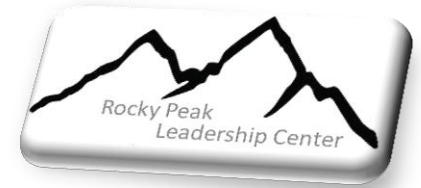


## Black Hat Questions

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



# Green Hat



## New Ideas, Possibilities

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



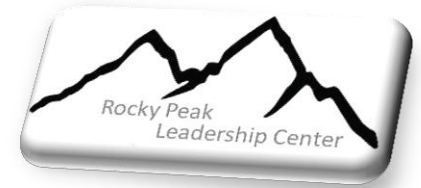
# Green Hat



- Encourages a search for new ideas and alternatives
- Seeks to modify and remove faults in existing ideas
- Sets up a micro-culture for creativity
- Makes time and space for creative “effort”
- Allows us to balance the natural dominance of the Black Hat



# 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

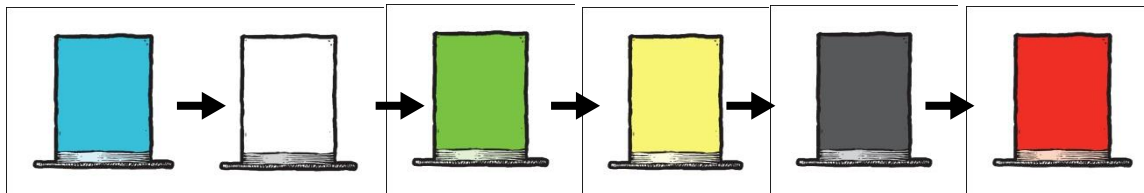




# Guidelines for Designing Sequences

## Fixed Sequences

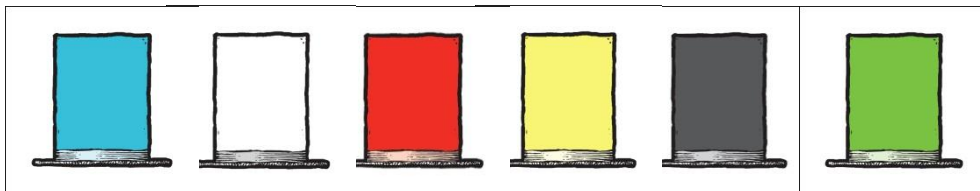
- A sequence of hats can be set in advance as an agenda, and then each hat is considered in turn for a fixed amount of time.



# Guidelines for Designing Sequences

## Key Points for Timing

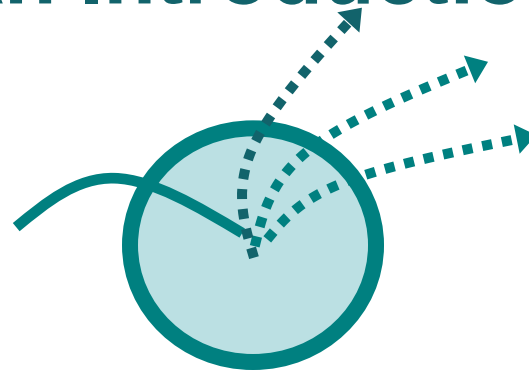
- Allow 30 seconds maximum for Red Hat.
- Announce time allocated.
- Extend time for each hat as needed.



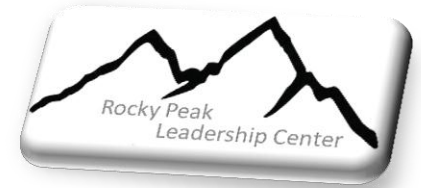
# .....Lateral Thinking



## An Introduction



# .....Lateral Thinking

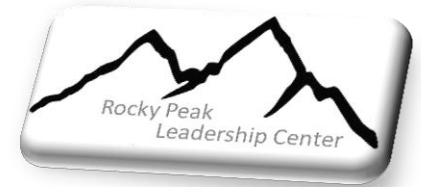


***“The brain is a self organizing system that routinely falls into patterns.”***

***--Edward de Bono***



# Formal Tools for Creativity



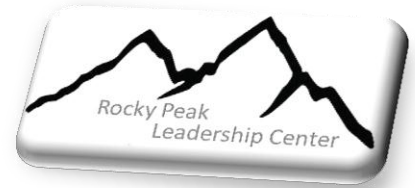
## Random Word

Used to generate unique ideas. Great for product development and grass roots thinking.

- Select a number and work with the corresponding word from the list.
- Place the random word underneath the subject.
- See where the random word leads your thoughts.



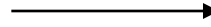
# Random Word



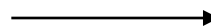
## Ideas

### Focus:

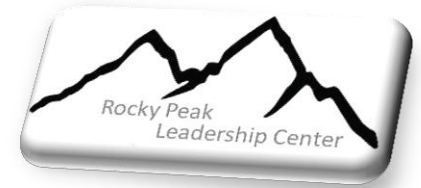
Design a new restaurant



### Random Word:

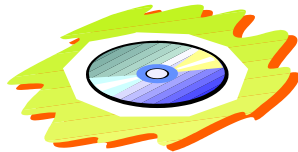


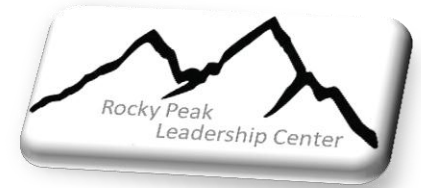
# Random Word



## Other ways to use this tool:

- Select any random stimulus (object, picture, sound) and use it to provoke new ideas.



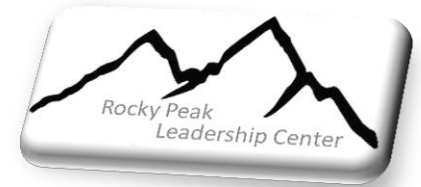


# Tips for Success

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

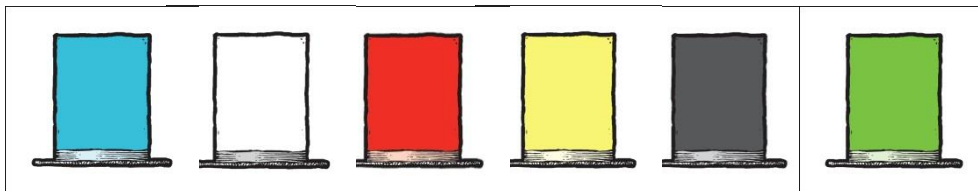


# Six Hats Application

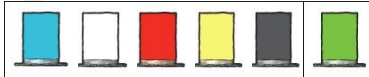


## Action Plan

- Key areas where you would apply the hats for individual use.
- Groups or meetings where you would like to introduce the hats.
- What groups will you introduce the hats to first? What objective do you want to achieve with these groups?
- What topics or issues will they use?



# .....Six Thinking Hats



Tools for Parallel Thinking®



# Thank you

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