# Six Thinking Hats

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# Six Thinking Hats – background

Created by Edward De Bono

Useful in many situations:

- structured meetings
- problem solving
- Generating ideas
- effective parallel thinking process
- could be used with other tools

# Why use Six thinking hats

**WE FIND OURSELVES IN SITUATIONS WHERE THERE IS:**

- ❖ No systematic approach
- ❖ Different perspectives & points of view
- ❖ Emotions - negative/ positive
- ❖ Participants are all wearing different hats – coming from different angles
- ❖ Participants loud/ strong ego's/shy/quiet

"OK, all those in favour of delegating decision-making, shrug your shoulders"

# Why use Six thinking hats

**Six thinking hats**

- ❖ Provides structure to our thinking
- ❖ We can think collectively
- ❖ Focused
- ❖ Opportunities
- ❖ Creativity
- ❖ Facts
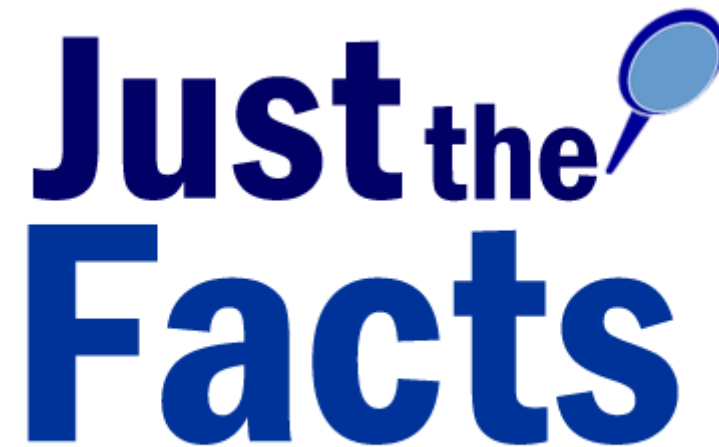
# Six Thinking Hats will assist you to

- **look** at problems, decisions, and opportunities systematically

- **use** Parallel Thinking™ as a group or team to generate more, better ideas and solutions

- **make** meetings much shorter and more productive

- **reduce** conflict among team members or meeting participants

- **stimulate** innovation by generating more and better ideas quickly

- **create** dynamic, results oriented meetings that make people want to participate

- **go** beyond the obvious to discover effective alternate solutions

- **spot** opportunities where others see only problems

- **think** clearly and objectively

- **view** problems from new and unusual angles

- **make** thorough evaluations

- **see** all sides of a situation

- **keep** egos and "turf protection" in check

- **achieve** significant and meaningful results

# White Hat – Facts

•Information known
•Need to ask questions to find out missing information
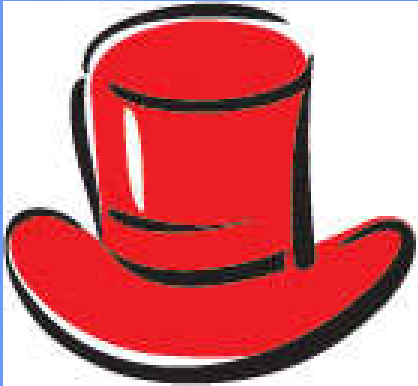•Neutral and objective

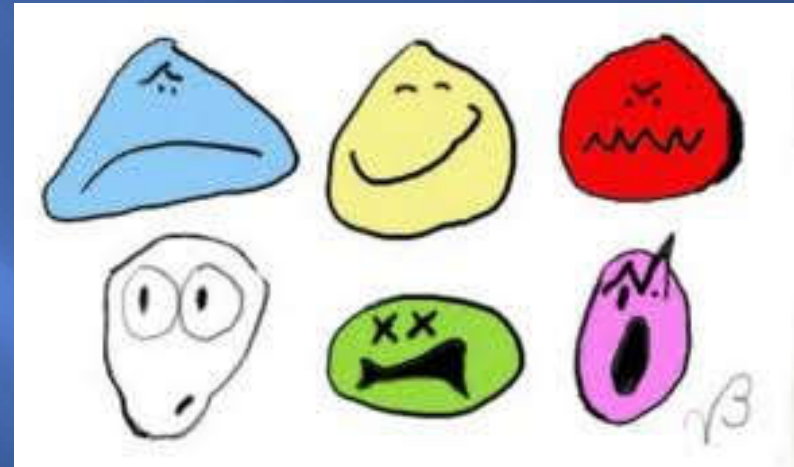Just the Facts

# White Hat – Facts

- What information do we have?
- What information is missing?
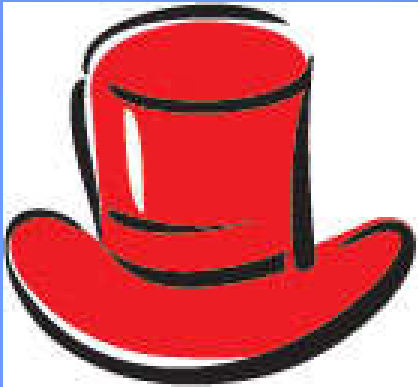- How do we get more information?

# Red Hat - Emotions







- Feelings
- Hunches
- Intuition
- Share feelings, fears, likes, dislikes, loves and hates
- No reasons given

# Red Hat - Emotions

- **What do you like about the idea?**
- **How do you feel about this?**
- **What don't you like about the idea?**

# Black Hat – Negative Logic



- Judgment
- Devil's advocate
- Difficulties, dangers, risks, weaknesses
- Things might go wrong
- Logical reason
- Negative, caution, criticism
- Can be over used


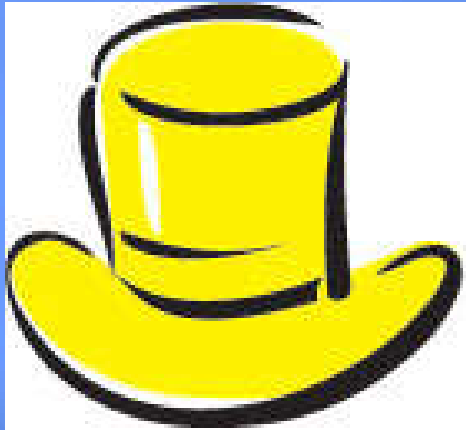
"But what if the sun doesn't come back?"

# Black Hat – Negative Logic





- Will it work?

- Does it fit?

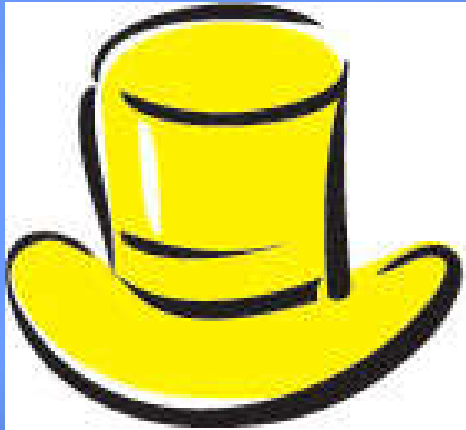- What are the dangers and the problems?

# Yellow Hat – Positive Thinking

- Brightness and optimism
- Positives
- Look for value and benefit
- Opportunities
- Vision

# Yellow Hat – Positive Thinking

•What are the benefits?
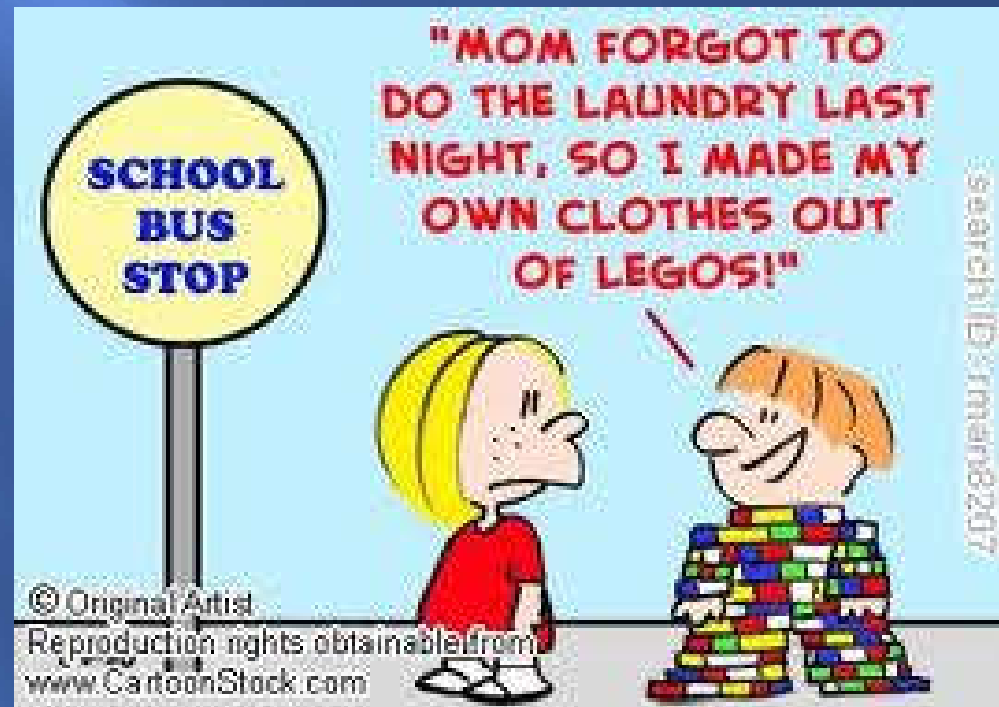
•Why should it work?

# Green Hat - Creativity

- Possibilities
- Creativity & innovation
- Alternatives
- New concepts, ideas, perceptions
- Brainstorming

# Green Hat - Creativity



- •Explore ideas
- •Alternatives
- •New ideas
- •Proposals and suggestions



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"Thinking outside of the box is difficult for some people. Keep trying."
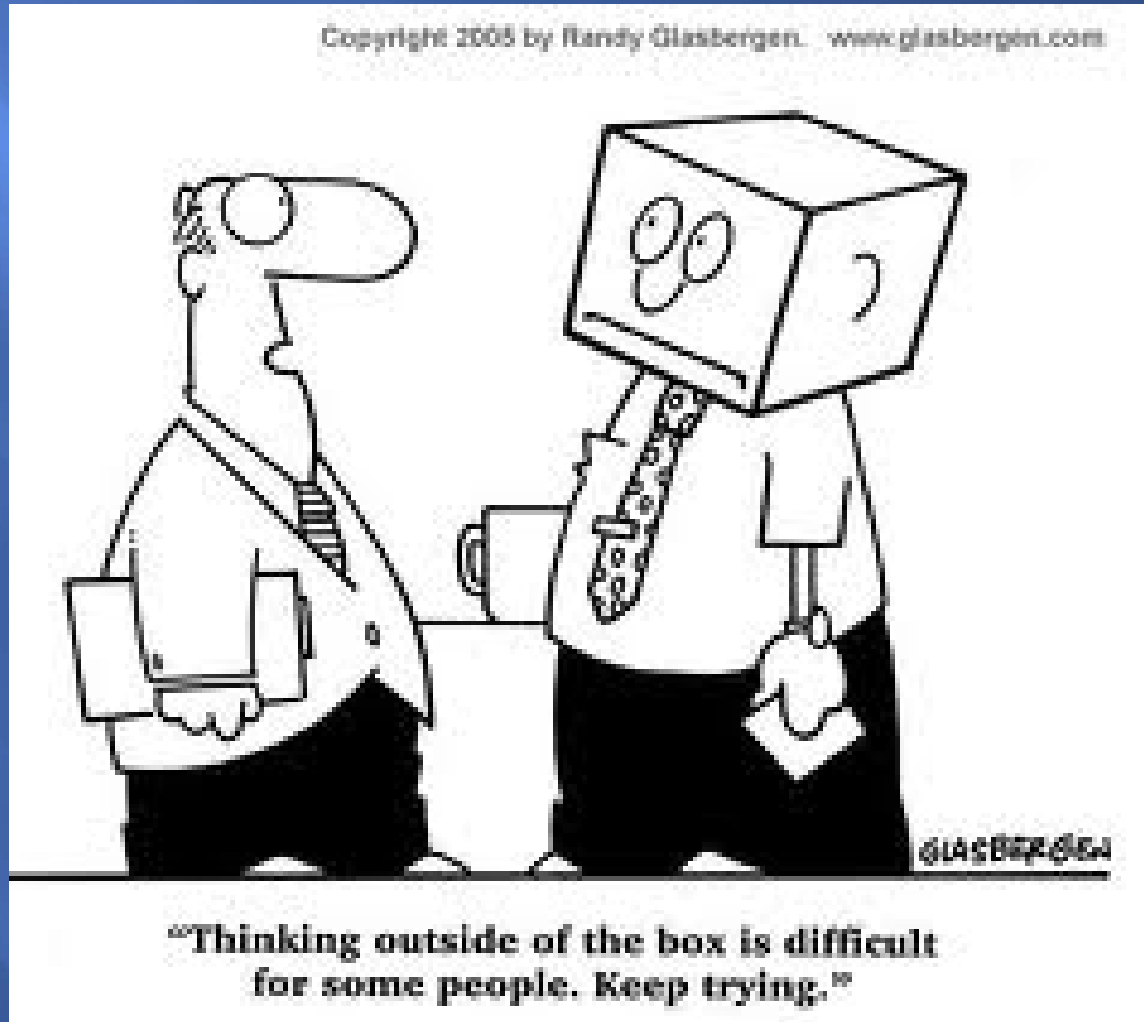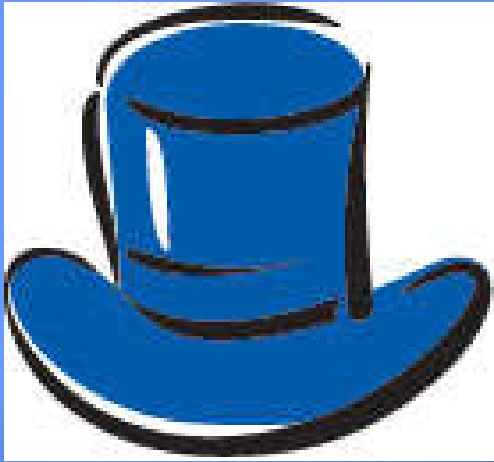
# Blue Hat – Control



- Manage the thinking process
- Control
- Organises the conversation
- Keeps on track
- Follows the process
- Over view
- Plan

# Blue Hat – Control
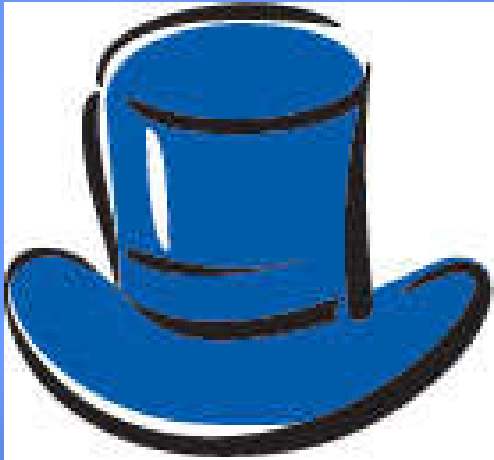
•**Where are we now?**
•**What is the next step?**
•**Where have we been?**
•**What sort of thinking is needed?**

# Summary of Edward de Bono's Six Thinking Hats



**Six Hats**

- **BLUE**
  - AGENDA
  - DECISION
  - GLOBAL
  - OVERVIEW
- **WHITE**
  - FACTS
  - DATA
  - FIGURES
- **BLACK**
  - CRITIC
  - ANALYST
- **GREEN**
  - CREATIVE
  - GROWTH
  - IDEAS
- **RED**
  - EMOTIONS
  - HUNCHES
  - FEELINGS
  - GUT
  - INSTINCTS
- **YELLOW**
  - LOGICAL
  - POSITIVE

6 THINKING HATS
EDWARD de BONO

BLACK
- CRITICAL
- CAUTION
  - DOWNSIDE
  - NEGATIVES
- JUDGMENT
- EVALUATION
- LOGIC
  - OVERUSE
  - DON'T

WHITE
- INFORMATION
  - NEUTRAL
  - NO OPINIONS
  - FACTS
    - KNOWN
    - UNKNOWN
  - FIGURES
    - DATES
  - OBJECTIVES

YELLOW
- BRIGHTNESS
  - OPTIMISM
    - POSITIVES
  - VALUE
  - BENEFITS
  - FEASIBILITY

BLUE
- MANAGE
  - OBSERVE
  - 6 HATS
  - RULES
  - CONTROL
  - OVERVIEW
    - OUTSIDE
    - STEP

RED
- FEELINGS
  - HUNCHES
  - INTUITION
  - EMOTIONS
  - UNEXPLAINED
    - OPEN

GREEN
- CREATIVITY
  - POSSIBILITIES
  - ALTERNATIVES
  - NEW IDEAS
    - CONCEPTS
  - PERCEPTIONS
    - LATERAL
    - HYPOTHESES

Remember you can choose to wear a different hat!!

Think about what hats other people might be wearing?.