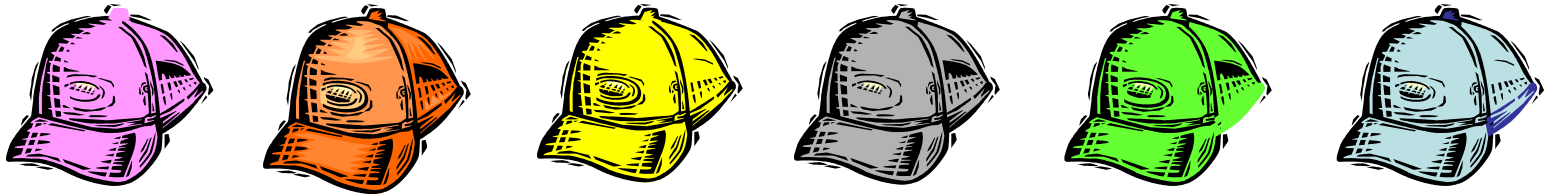


The Six Thinking Hats

Edward de Bono



Creative Thinking, Innovation & Problem Solving

Six Thinking Hats



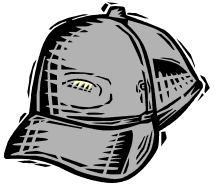
Pink Hat – information available and needed



Red Hat – intuition, feelings and hunches



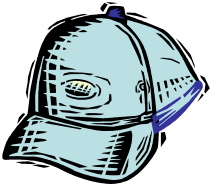
Yellow Hat – benefits and value



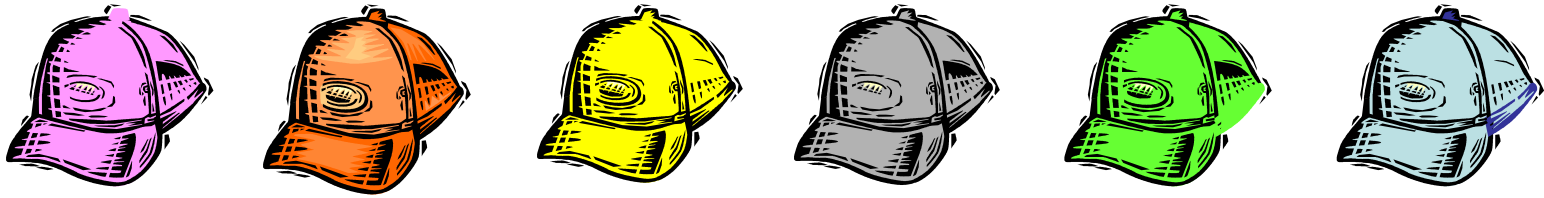
Black Hat – caution/risks, problems & difficulties



Green Hat – alternatives and creativity



Blue Hat – managing the thinking, focus and summary



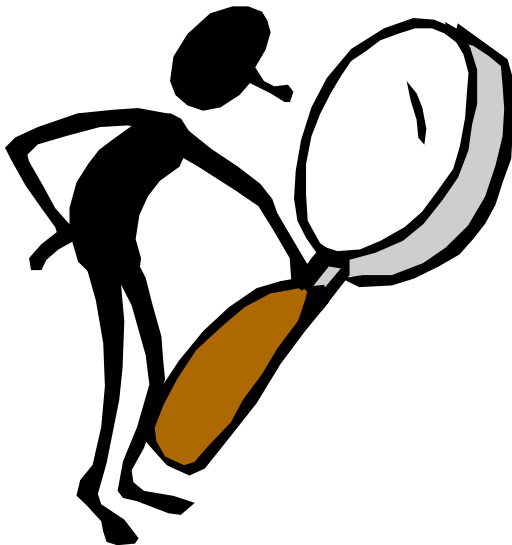
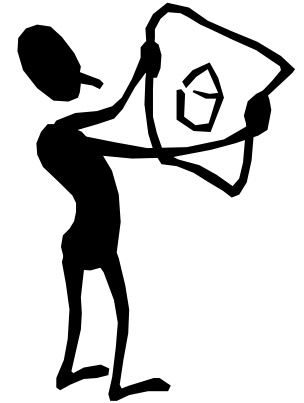
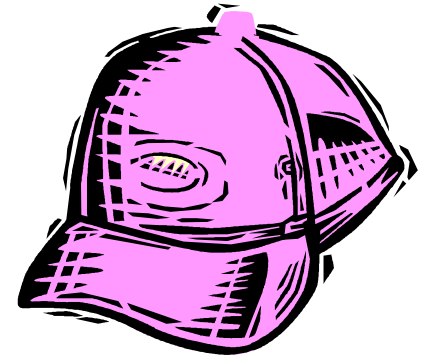
Guiding Principles:

- Use the hats to direct attention, not to categorise existing thinking.
- Focus the thinking – only one hat at a time.
- Don't have to use all the hats, and can use a hat more than once.
- No debate or argument - brainstorm.
- Generally begin and end with the Blue Hat.
- Red Hat generally very brief.
- Maintain a brisk time discipline (ie 3-4 minutes per hat). This forces thinkers to focus and prevents rambling.
- If you need help to stimulate ideas or creative thinking, consider using a 'Random Word' (refer last slide).

The Pink Hat

Focus on Information:

- What information is available?
- What information would we like to have?
- What information do we need?
- What information is missing?
- How can we obtain the missing information?



Key Points:

- Includes reporting and listening.
- Range of accuracy.
- Assessing relevance.
- Dealing with conflicting information.
- Will not do your thinking for you.
- Separating fact from speculation.

The Red Hat

Focus on Feelings:

- Emotions
- Intuition

No Justification:

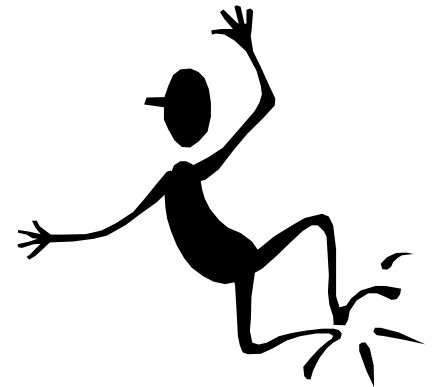
- Not necessary.
- Not allowed.
- Very short time limit.



Express 'right now' feelings.

Include Qualifications:

- not too many



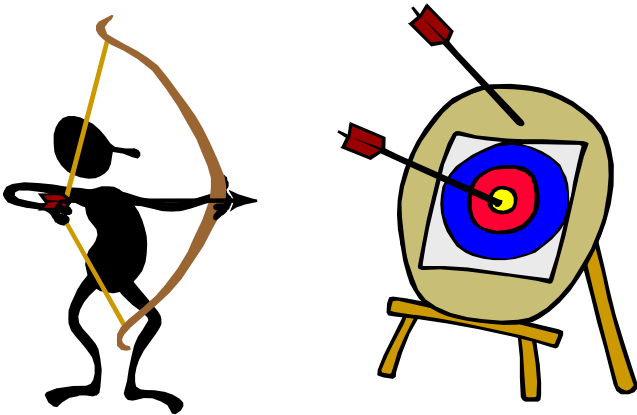
Key Points:

- Full permission to express feelings & intuition.
- Can change.
- Use to make a decision.
- Use to check a decision.
- Not supposed to be correct or logical.
- Not always reliable but an ingredient in thinking.

The Yellow Hat

Focus on Benefits:

- Who might benefit & how?
- To what extent (significant v's moderate)?
- Over what time frame (immediate v's long term)?
- Logical positives (must explain why).



Key Points:

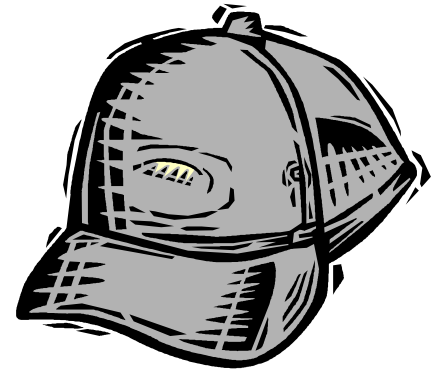
- Value sensitive.
- Concept sensitivity.
- Interest.
- Needs effort.
- Re-enforces creative ideas, new directions.
- May use common frames of value (competitive advantage, quality, savings, etc).



The Black Hat

Focus on Difficulties and Cautions:

- Consider what does not fit (facts, experience, regulations, strategy, values).
- Identify faults (potential problems, errors of logic).
- Pinpoint weakness and impracticalities.
- Logical negatives (must explain why).



Key Points:

- Same information can appear under the Pink and Black hats.
- Don't try to solve problems raised under the Black Hat.
- Valuable and necessary hat – be thorough and ruthless when using it.
- A serious problem if overused.

The Green Hat

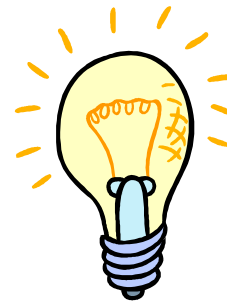
Focus on Creativity:

- Cannot expect people to be creative but can expect them to make a creative effort.



Willingness to:

- Look for alternatives.
- Challenge current thinking.
- Consider new possibilities.



No logic required, remote possibilities encouraged without evaluation.



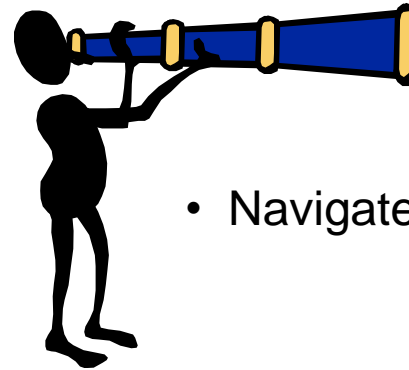
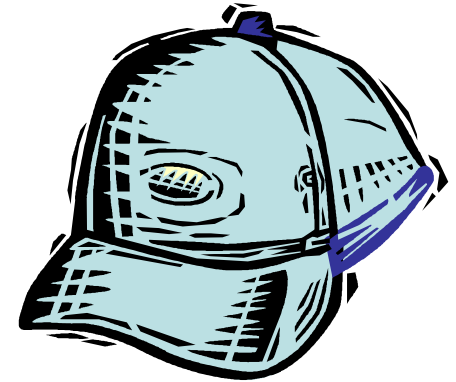
Key Points:

- Deliberate search for alternatives:
 - Well known or logical.
 - Direct modifications or variations.
 - Unique ideas.
- Also used for modifying ideas or removing faults.
- Encourage lateral thinking.

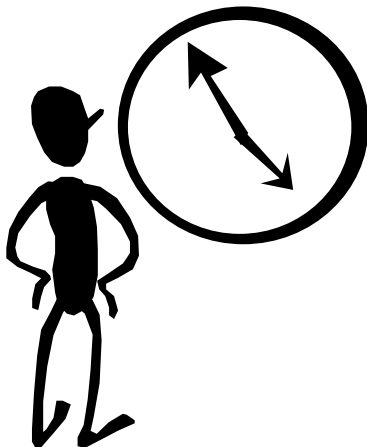
The Blue Hat

Focus on the thinking process:

- Define the focus and purpose.
- Manage the thinking:
 - agenda
 - discipline
 - summary
 - conclusion
 - decisions
 - next steps
- Manage the time limits.



- Navigate the team.



Key Points:

- Usually the role of the discussion leader.
- Could be any participant.
- Used for directing requests for different types of hats.
- Most difficult to use skillfully (takes practice!)



Random Words to Stimulate Thinking

At times, the group may need help in getting started particularly when wearing the Yellow, Black and Green hats.

Using the minute hand on a clock/watch, select a random word to help stimulate thinking and ideas.



- | | | | |
|--------------|--------------|----------------|-------------|
| 01 Soap | 02 Mouse | 03 Cloud | 04 Hair |
| 05 Ice-cream | 06 Rocket | 07 Tax | 08 Bed |
| 09 Wheel | 10 Frog | 11 Farm | 12 Computer |
| 13 Jazz | 14 Hat | 15 Credit Card | |
| 16 Church | 17 Shot | 18 Hamburger | 19 Book |
| 20 Scales | 21 Coal | 22 Camel | 23 Diary |
| 24 Lawyer | 25 Cigarette | 26 Toy | 27 Snow |
| 28 Parachute | 29 Door | 30 Tap | |
| 31 Hurricane | 32 Watch | 33 Balloon | 34 Party |
| 35 Shoe | 36 Root | 37 Knife | 38 Smoke |
| 39 President | 40 Button | 41 Eagle | 42 Taxi |
| 43 Soup | 44 Prison | 45 Shark | |
| 46 Diamond | 47 Gun | 48 Train | 49 Picture |
| 50 Beer | 51 Kitchen | 52 Nose | 53 Elephant |
| 54 Wine | 55 Rose | 56 Saw | 57 Hospital |
| 58 Camera | 59 Banana | 00 Snail | |