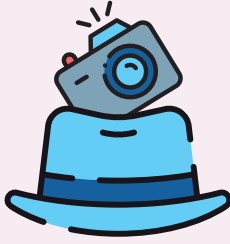


# 6 Thinking Hats

A useful tool...  
created by Edward De Bono to Help  
You to Organise Your Thinking.

## Big Picture



Blue Hat

Like a Film Director.

The Blue Hat is used to manage the thinking process. It's the control mechanism that ensures the Six Thinking Hats® guidelines are observed.

## Facts



White Hat

Like a Detective.

The White Hat calls for information known or needed. "The facts, just the facts."

## Positive



Yellow Hat

Like an Optimist.

The Yellow Hat symbolises brightness and optimism. Under this hat, you explore the positives and probe for value and benefit.

## Negative

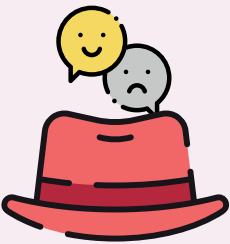


Black Hat

Like a Naysayer.

The risk management Hat, powerful but a problem however if overused. An action hat with intent to point out risk issues and intent to overcome them.

## Emotional



Red Hat

Like a Carer.

The Red Hat signifies feelings, hunches and intuition. When using this hat you can express emotions and feelings and share fears, likes, dislikes, loves, and hates.

## Ideas



Green Hat

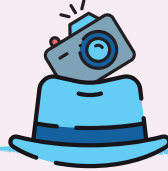
Like an Entrepreneur.

The Green Hat focuses on creativity; the possibilities, alternatives, and new ideas. It's an opportunity to express new concepts and new perceptions.

# Examples of Hat Q&A's

### Types of Questions:

- Which problem or situation are we wanting to solve?
- What is the outcome we want?
- What are the benefits of solving this problem?



Blue Hat

### Types of Answers:

- The agenda for our 6 thinking hats on project XYZ looks like...
- This sequence of hats is the best to achieve our objectives.
- Our goal is to achieve a turnaround in the shopper situation from 1% to 5%.

### Types of Questions:

- What facts are available to us now?
- What data is missing?
- In order to achieve the project/problem objectives, what facts do we need?



White Hat

### Types of Answers:

- The project provides no weekly update on what is happening.
- We are 7 weeks behind the first milestone.
- There is no data available for the fourth quarter.

### Types of Questions:

- How can we achieve our end in mind?
- What does success look like?
- If we could not fail, what would we do?



Yellow Hat

### Types of Answers:

- This project can absolutely achieve our objectives if we do xyz.
- We could do x to achieve the more ambitious targets.
- When we nail this problem let's all go out and celebrate.

### Types of Questions:

- How will this fail?
- Will this work, really?
- Why won't this work?



Black Hat

### Types of Answers:

- This will go wrong because we haven't considered xyz.
- We have not identified the risks.
- On a scale of 1-10, I think we have a 2/10 chance of this working.

### Types of Questions:

- What are my feelings about this?
- How do others feel about this?
- My instincts – what are they telling me?



Red Hat

### Types of Answers:

- This project is really frustrating to me.
- Our customers love this product because...
- I'm angry when we have meetings about this that achieve nothing.

### Types of Questions:

- How can we generate 10 solutions to this problem?
- How would the Virgin company solve this problem?
- What would Steve Jobs do to solve this problem?



Green Hat

### Types of Answers:

- The maths brainstorming technique works really well to solve this.
- If we approach this from the shopper's perspective then they would say...
- Let's generate 10 ideas in 3 minutes and then pick the best.

# Using Hat Sequences

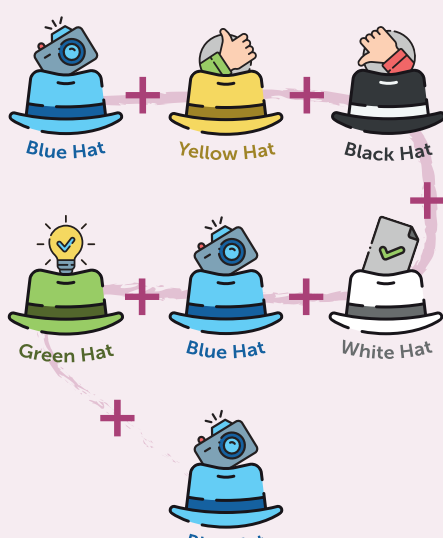
The 6 thinking hats can be used in any order and can be used multiple times in one session.

The hats of thinking can also be used in sequences to be as effective as possible. Here are some examples of how you can specifically use the hats in sequences:

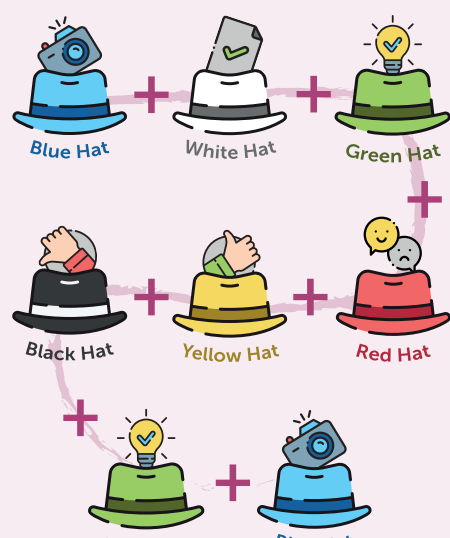
## Initial Ideas & Brainstorming



## Strategic Planning



## Problem Solving



We are the soft skills training provider to the UK Grocery Industry, helping Suppliers to win more business. They choose us because of our money back guarantee, our relevant experience, and because we make their learning stick.



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80% of our Learners are still using their  
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