

Prof. Massimiliano Pellegrini

LESSON 4 – SIX HATS TECHNIQUE

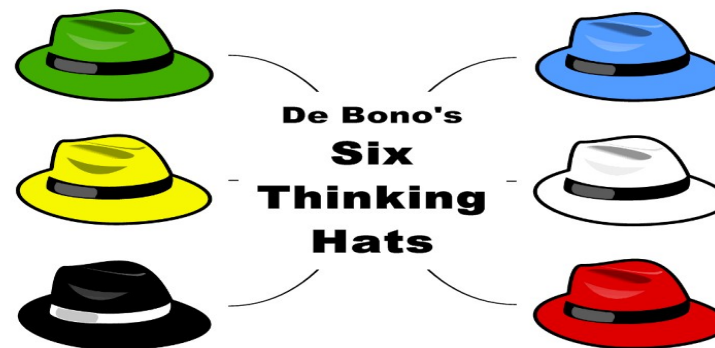


PARALLEL THINKING

- At any moment everyone is looking in the same direction.
- Each thinker puts forward his or her thoughts in parallel with the thoughts of others
- Guides thought processes in one direction at a time so we can effectively analyze issues, generate new ideas, and make better decisions.
- Constructive alternative to arguments

SO THE SIX HATS ARE...?

- Six colors of hats for six types of thinking
 - Each hat identifies a type of thinking
 - Hats are directions of thinking
- Hats help a group use parallel thinking
 - You can “put on” and “take off” a hat



SIX COLORS...

- **White:** neutral, objective
- **Red:** emotional, angry
- **Black:** serious, somber
- **Yellow:** sunny, positive
- **Green:** growth, fertility
- **Blue:** cool, sky above

...AND SIX HATS

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- **White:** Objective facts & figures
- **Red:** Emotions & feelings
- **Black:** Drawbacks, critical & pessimistic
- **Yellow:** Hope, positive & speculative
- **Green:** Creativity, ideas & lateral thinking
- **Blue:** Control & organization of thinking

USING THE HATS

- Use any hat, as often as needed
- Sequence can be preset or evolving
- Not necessary to use every hat
- Time under each hat: generally, short
- Requires discipline from each person
 - While using it, stay in the idiom
- Can be used by individuals and groups

BLUE HAT

MANAGING THE THINKING PROCESS

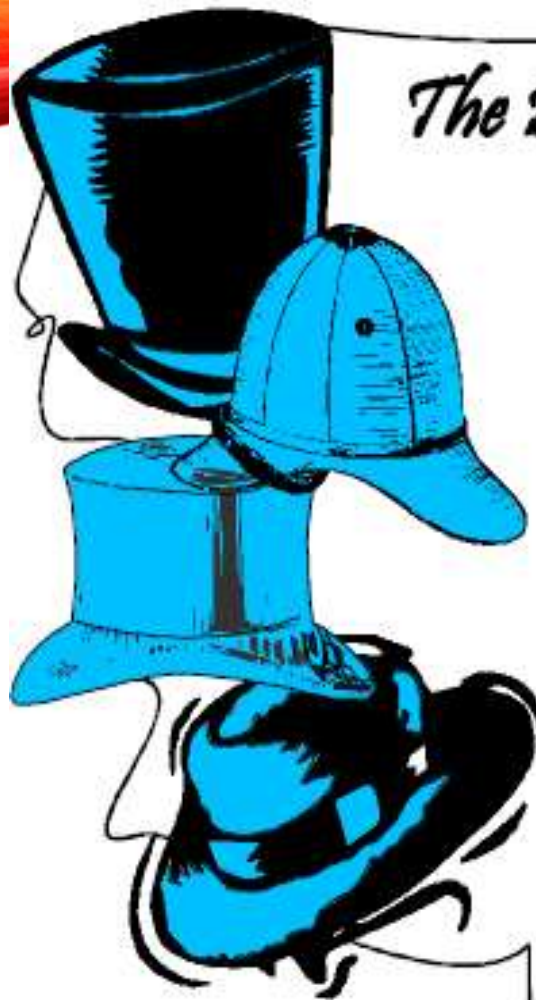
- Control of thinking & the process
- Instructions for thinking
- The organization of thinking
- Control of the other hats
- Begin & end session with blue hat
- Discipline and focus
- Facilitator, session leader's role



OPEN WITH THE BLUE HAT...

- Why we are here
- what we are thinking about
- definition of the situation or problem
- what we want to achieve
- where we want to end up
- the background to the thinking
- a plan for the sequence of hats





The Blue Hat

What have we done so far?

What do we do next?

What decision have we reached?

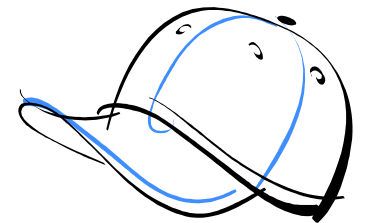
- * Controlled
- * Orchestra conductor
- * Thinking about thinking
- * Organisation
- * Getting focus & purpose
- * Making up a thinking plan
- * Making decisions & conclusions

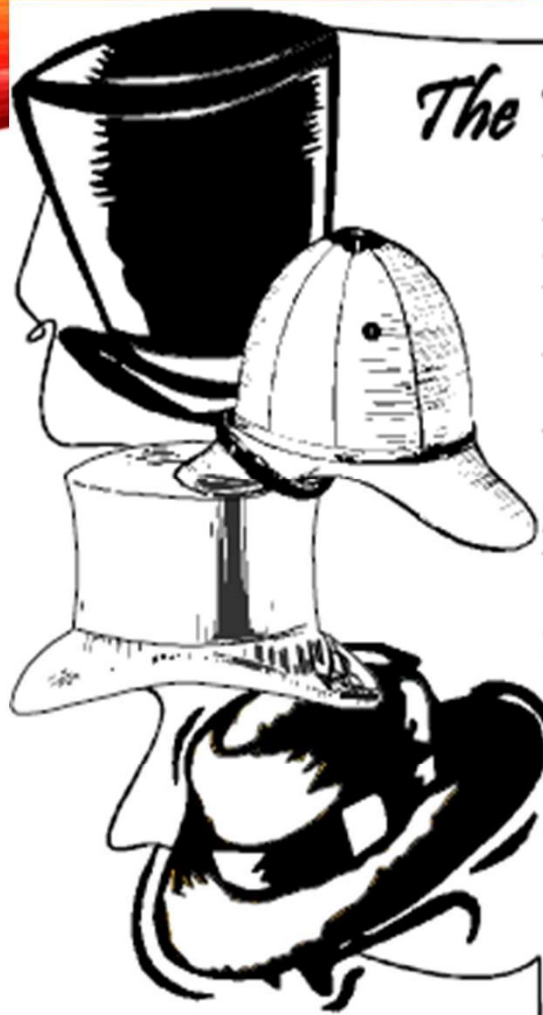
WHITE HAT

INFORMATION AVAILABLE & NEEDED



- Neutral, objective information
- Facts & figures
- Questions: what do we know, what don't we know, what do we need to know
- Excludes opinions, hunches, judgements
- Removes feelings & impressions





The White Hat

What information/facts do we know?

What information is missing?

What information/facts would we like to have? How are we going to get the information?

What is relevant? What is most important? How valid is this?

- * Examine the facts, figures and information
- * Note all information, formal and informal

RED HAT

INTUITION AND FEELINGS

- Emotions & feelings
- Hunches, intuitions, impressions
- Doesn't have to be logical or consistent
- No justifications, reasons or basis
- All decisions are emotional in the end





The Red Hat

How do I feel about this right now?

How cold or warm do I feel about this?

How am I reacting to this?

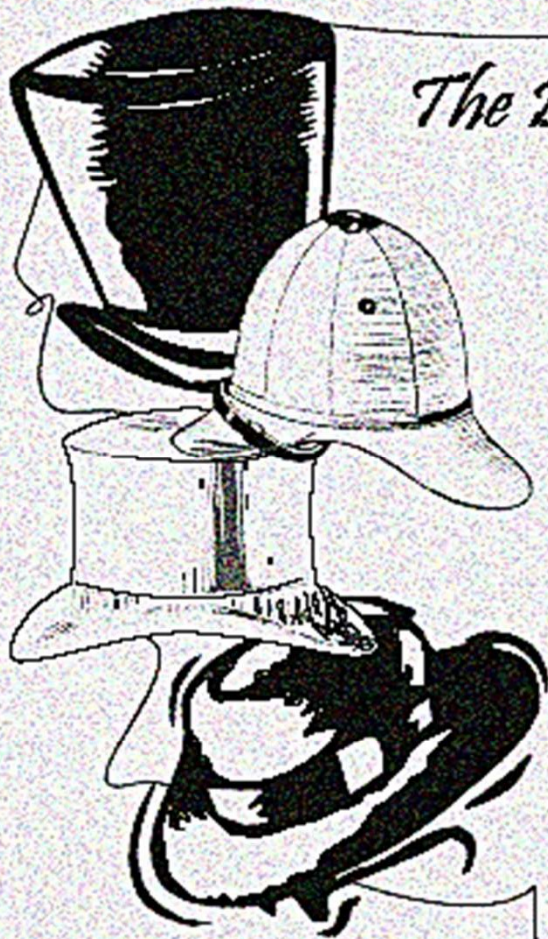
- * Intuition
- * Feelings
- * Hunches
- * No need to justify feelings.

BLACK HAT

CAUTION, DIFFICULTIES, AND PROBLEMS

- Cautious and careful
- Logical negative – why it won't work
- Critical judgment, pessimistic view
- Separates logical negative from emotional
- Focus on errors, evidence, conclusions
- Logical & truthful, but not necessarily fair





The Black Hat

Is this true? Will it work?
What are the weaknesses?
What is wrong with it?

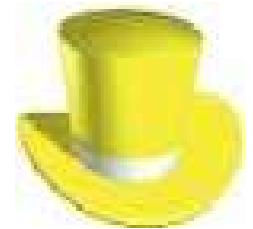
- * Caution
- * Judgement
- * Assessment.
- * Logic
- * Evidence
- * Consequences
- * Weaknesses
- * If things will work

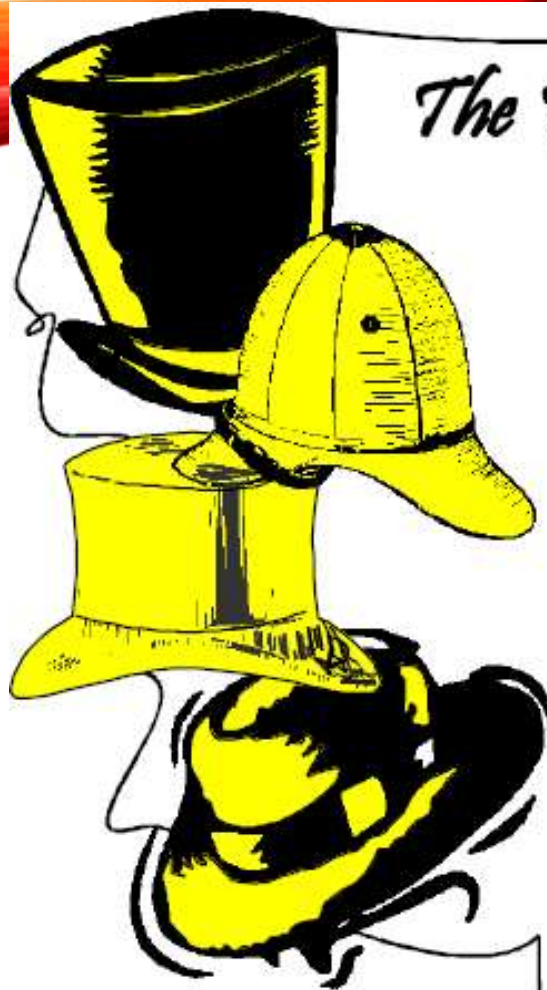
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YELLOW HAT

BENEFITS AND FEASIBILITY

- Positive & speculative
- Positive thinking, optimism, opportunity
- Benefits
- Best-case scenarios
- Exploration





The Yellow Hat

What are the good points?
What are the benefits?
Why will this idea work? Why
is this worth doing?
How will it help us? Why can
it be done?

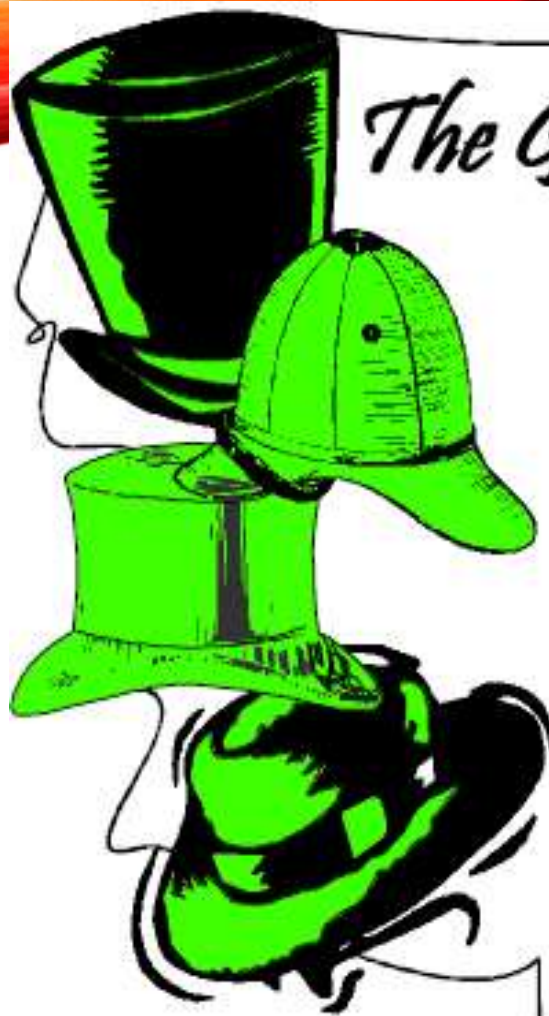
- * Optimism and sunshine
- * Logical positive view of
things
- * Feasibility
- * Opportunity.

GREEN HAT

ALTERNATIVES AND CREATIVE IDEAS

- New ideas, concepts, perceptions
- Deliberate creation of new ideas
- Alternatives and more alternatives
- New approaches to problems
- Creative & lateral thinking





The Green Hat

What are some possible ways to work this out? What are some other ways to solve the problem?

- * Plants springing from seeds, movement, creativity..
- * New, different ideas
- * Suggestions
- * Alternatives and enhancing
- * Ways to solve problems
- * Proposals

...AND CLOSE WITH THE BLUE HAT

- What we have achieved
- Outcome
- Conclusion
- Design
- Solution
- Next steps



SUMMARY

