



**Hochschule für Technik
und Wirtschaft Berlin**

University of Applied Sciences

**Innovativ und vielfältig: die Hochschule
für Technik und Wirtschaft Berlin**



Innovation Management

6hats/deBono

Agenda

- Introduction
- Parallel Thinking
- The "Six Thinking Hats"
- Hats ranking
- Exercise
- Outcome of use
- Organizational use
- Conclusion

Introduction

- De Bono's "Six thinking Hats" is a tool for effective group discussions and individual thinking
- Each Hat is a different color
- Enables people to look at decisions, switching from a number of important perspectives
- The idea behind the tool is that the human brain always think in a number of distinct ways
- These different ways can be identified, deliberately accessed and afterwards be used for structural planning.

Parallel Thinking

- “Unstructured thinking is unfocussed”
- In time people develop their own thinking habits
- Individual thinking strategies will tend not to converge in a group, due to the power of a persons ego or because of cultural differences
- The “Six Thinking Hats” puts structure to people’s priorities about thinking, and keep them parallel at the same time
- An exception is the Facilitator who tends to keep the Blue Hat, in order to secure effectiveness for the group



White Hat

- Style of thinking: Facts & Information
 - Keywords:
 - Objective, neutral thinking in terms of facts, figures and info
 - Look for gaps in your knowledge and try to fill them out
 - Focus on available information and learn from it
 - Try to analyze past trends and historical data
 - Eliminates elements like: Presage, Instinct, Judgement from experience, emotion and impression
 - Difficulty:
 - Every group member should realize that it is not a duty, but a responsibility



Red Hat

- Style of thinking: Feelings and emotion
 - Keywords:
 - Emotions, with judgements, suspicious and intuitions
 - Wants people to look at problems using intuition, gut reaction and emotions
 - Furthermore, encourages people to think how other people will react emotionally
 - Lastly it is pushing forward the understanding of peoples response to people who do not fully know your reasoning.
 - Difficulty:
 - Which way do you want to reveal your hidden emotions?



Black Hat

- Style of thinking: Being Cautious
 - Keywords:
 - Negative, sees risks and thinks about misfunctions
 - Looking at the issue cautiously and defensively
 - Focusing on the weak parts of a plan, trying to eliminate them or prepare possible developments
 - Benefits your plans or ideas to be tougher and free of risks
 - Difficulties:
 - Successful people tend to think only positively
 - We don't need to many Black hats in a group



Yellow Hat

- Style of thinking: Being Positive and Optimistic
 - Keywords:
 - Clear, effective and constructive
 - Helps you to think positively and to put suggestions on the table
 - It is here where a group discovers all the benefits of a possible decision and the value provided by it
 - Wants you to keep going when everything looks dark and difficult
 - Difficulty:
 - People with blind optimism (Need analytical judgement)



Green Hat

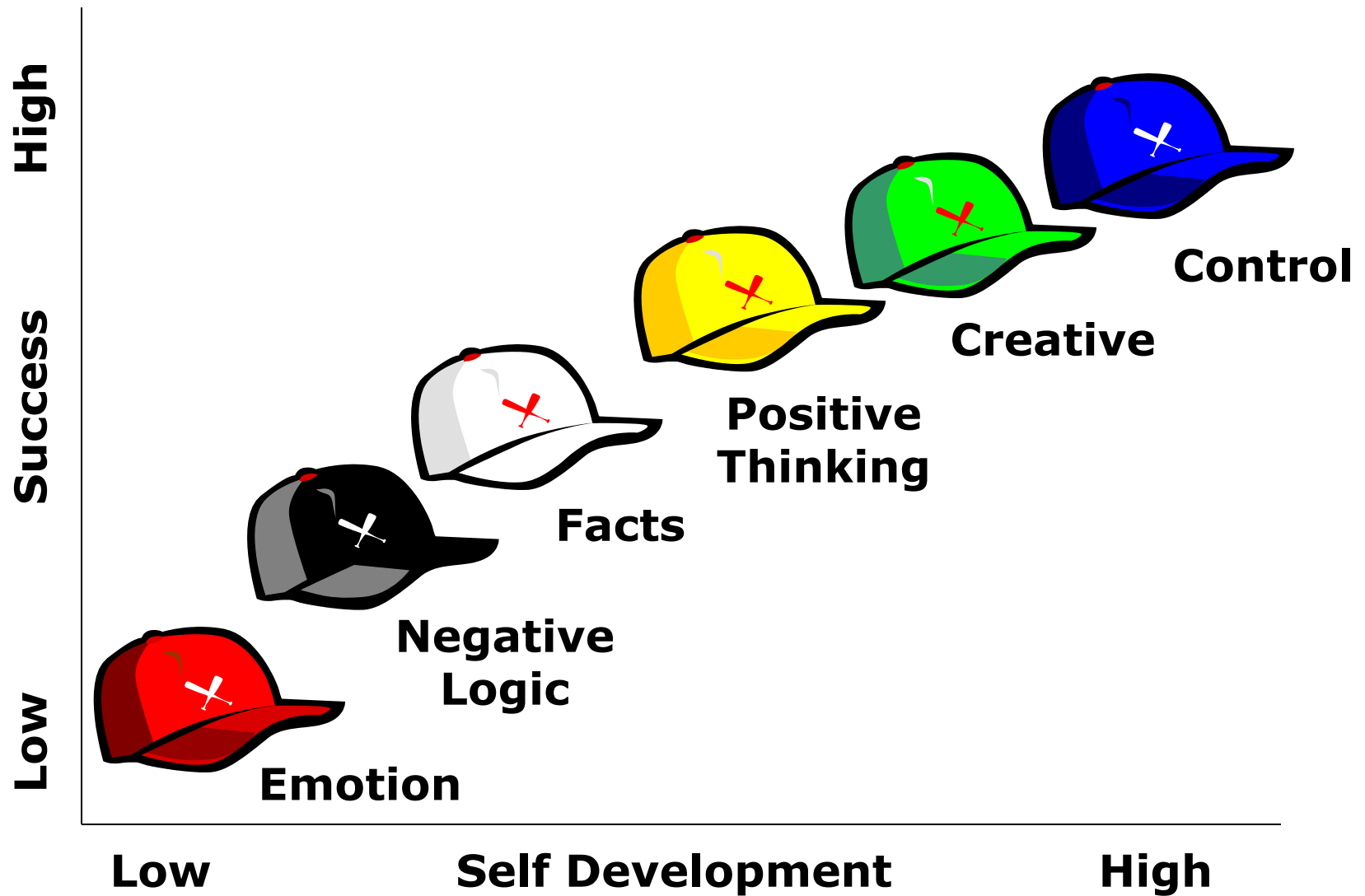
- Style of thinking: New Ideas
 - Keywords:
 - Creative, seeks alternatives
 - Encourages people to develop creative and innovative solutions
 - Freewheeling way of thinking, with little criticism of ideas
 - Can often be based on problems discovered in the Black Hat discussion
 - Difficulty:
 - Wants people to be provocative



Blue Hat

- Style of thinking: The Big Picture
 - Thinking about thinking
 - Normally the role of the Blue Hat would only be pointed out to the facilitator
 - Is responsible for summaries, surveys and conclusions
 - Keeps the discipline and brings back the discussion on the right track
 - Also stands for the process control. When ideas are running dry, thinking can turn from one of De Bonos Hat to another.
 - Difficulty:
 - Requires a neutral belief to an issue and great overview

Hats Ranking



Six Thinking Hats Exercise

- We are currently sitting in a board meeting for Apple Inc.
- We wish to remain leaders in the market
- We must continue to innovate our products, including the iPhone
- We will now use the six thinking hats exercise to generate opportunities and new ideas for the iPhone in the future



Outcome of the 6 thinking Hats

- Demonstrates ideas and perspectives that can be generated when we think from a different perspective.
- People often fail to look at problems from emotional, intuitive, creative or negative viewpoints.
- Often, the thinking Hats are used in specific orders to generate and guide the creativity process to a distinct goal
- Examples of work processes with specific orders of the “6 Thinking Hats”:
 - Problem solving: (Blue, White, Green, Red, Yellow and then Black)
 - Process improvement: (Blue, White, Yellow, Black, Green and then Red)

Using the 6 hats within Organisations

- The 6 hat's exercise has become a widely practised exercise
- Examples:
- Nippon Telephone and Telegraph (Japan):
 - Increased productivity and idea generation.
- German Reconstruction work in Sri Lanka after the tsunami in 2004:
 - Identified issues that needed to be further explored



Conclusion

- The brain has been forced into a routine, and set up to follow these patterns
- In order to cut across these patterns we need to use deliberate techniques
- The six thinking hat system is a convenient way of changing thinking and making time and space for creativity
- Allows creativity to even be introduced to a corporate culture that does not encourage such thinking

Sources

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Thank you for your attention 😊

Vielen Dank für Ihre Aufmerksamkeit 😊