A creative method of group thinking and making decisions (solving problems)
- Faster decisions
- Greater consensus
- More creative and more evaluative

An effective way to create dialogue versus debate
Parallel Thinking

The Six Hats Method

- What can be . . .
- Looking in same direction
- Multiple processes
- Design oriented
- Rigorous

Argumentative Thinking

The Traditional Method

- Analysis and judgement only
- Categories
  - In/Out
  - Right/Wrong
- Standards of experience
- Adversarial / Confrontational
So how does the Six Hats method work?

**White Hat**

- The White Hat calls for information known or needed. White is neutral and objective. The white hat is concerned with objective facts and figures.
**White Hat**

- White is disciplined neutrality
- “Just the facts ma’am” Sgt Joe
- First tier - checked and proven facts
- Second tier - believed to be true
- Avoid opinions, feelings, assumptions

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**Red Hat**

- The Red Hat signifies feelings, hunches, and intuition. Red suggests warmth and emotions. The red hat gives the emotional view.
Red Hat

- This is how I feel about the matter
- Never attempt to justify the feelings or provide a logical basis for them.
- All team members respond
- Emotions can be
  - ordinary feelings that can be labeled
  - complex emotions like hunches, intuition
- “Any good decision must be emotional in the end”

Black Hat

- Black is judgement; somber and serious. The black hat is cautious and careful. It points out the weaknesses in an idea.
Black Hat

- Risk assessment, weaknesses, problems, the devil’s advocate.
- Important function but not become argumentative in use
- The question of fit with mission, vision, and values

Yellow Hat

- The Yellow hat symbolizes brightness and optimism. Yellow is sunny and positive. The yellow hat covers hope, positive thinking, and benefits of plans.
Yellow Hat

- Yellow is finding the value in plan or idea
- How do we make things happen?
- What are the benefits? The positive?
- Constructive thinking - build something.
- Old ideas or experience is applied.

Green Hat

- The Green hat focuses on creativity: the possibilities, alternatives, and new ideas.
- Green is vegetation and abundant, fertile growth.
Green Hat

- The creative hat - putting forward new ideas. Risk taking.
- Alternatives and more new alternatives
- Lateral thinking
  - Movement - across patterns and ideas
  - Provocation - “Po” - provocative operation
- Shaping green hat thinking
  - Yellow/ Black/ Red

Blue Hat

- The Blue Hat is used to manage the thinking process. Blue is cool, and it is also the color of the sky, which is above everything else. The blue hat is concerned with the organization of the thinking process, and the use of the other hats.
Blue Hat

- The organization of the thinking process
- Map - terrain explored, routes, decisions
- Facilitator guided but team input
- Blue to start, to finish, and intermediate summaries.
- The report function.

The Rules of the Game

How to use the six hats

- One at a time
  - facilitator serves as traffic cop
  - member’s can suggest hat needs
- Sequence established
- Group members share accountability
  - Label comments by hats