



Creativity Tools: Edward de Bono's Hats

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Edward de Bono's Six Thinking Hats®

Synopsis

This tool enables individuals or members of a group to explore an idea or topic from a variety of perspectives, and in ways that may differ from their preferred way of thinking. Edward de Bono, an expert on thinking and the developer of the concept, suggests that by metaphorically wearing different hats, we can direct our thinking in specific ways.



The Six Thinking Hats® are:

Hat	Calls for...	Think of...
 White	data, facts, and information only	white paper
 Red	feelings and intuitions only	fire and warmth
 Black	thinking about negatives, downsides, risks, cautions and warnings only	the black robes of a judge
 Yellow	thinking about positives, optimism, benefits, and goodness only	sunshine
 Green	creativity and new ideas	new growth and vegetation
 Blue	attention to the big picture, direction, and management of thinking process	the sky above or a police officer directing traffic

White Hat



Objective

White hat:

- helps you focus on the available data
- helps look at the information that you have
- helps analyze past trends and see what you can learn from it
- helps look for gaps in your knowledge and identify what information you need
- helps neutral and objective thinking

Green Hat

Green Hat represents creativity. This hat:

- helps you develop creative ideas with the help of the many creativity tools
- helps generate ideas without any judgement or criticism
- helps consider alternatives and possibilities
- opportunity to express new concepts and new perceptions (lateral thinking)



Creative

Yellow Hat

Yellow Hat:

- helps you think positively
- helps you get an optimistic viewpoint that helps you see all the benefits of the decision or idea
- Helps you keep going when the going gets tough

Positive



Black Hat



Negative

Black Hat:

- helps you think about the potential negative outcomes, weaknesses and difficulties
- allows you to think about why the ideas may not work so you can either adapt them or abandon them
- helps think about contingency plans
- helps make your plans 'tougher' and more resilient
- helps identify flaws and risks in advance

Red Hat



Intuitive

Red Hat:

- helps you consider your intuition, gut reaction and emotion associated with the idea
- helps consider how other may respond emotionally
- helps understand the responses of people who do not fully know your reasoning
- helps consider what would help to change these feelings

Blue Hat



Process

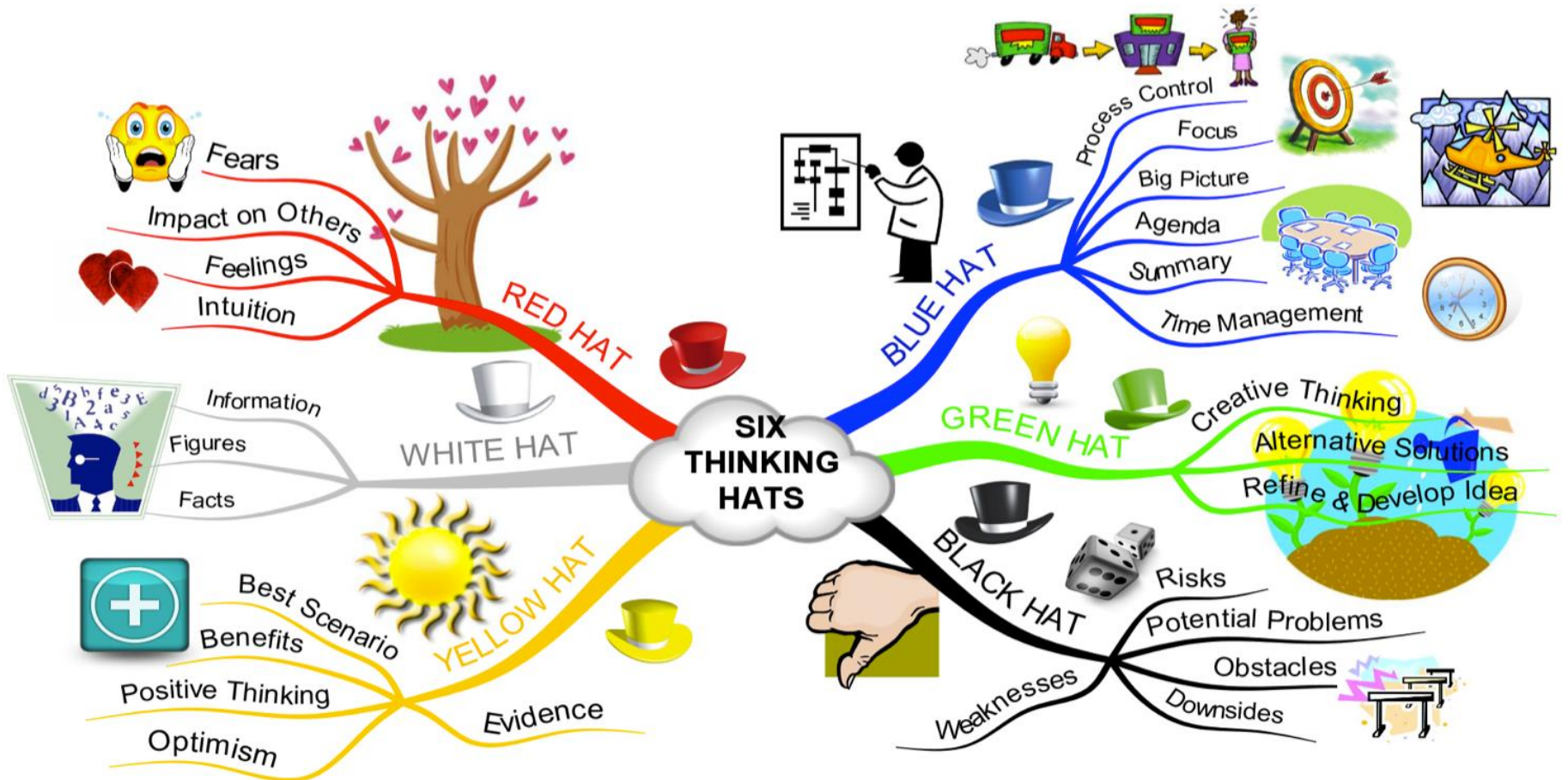
Blue Hat represents process control:

- Worn by people chairing meetings
- helps identify what thinking is needed?
- Helps the team organise the thinking and plan for action

Benefits

- Allows for a safe discussion
- Creates awareness about the multiple perspectives on the problem
- Focus thinking
- Leads to more creative thinking
- Improved communication
- Improved decision making
- Separates ego from performance

Six Thinking Hats



Recommended Sequences

- **Initial Ideas** - Blue, White, Green, Blue
- **Choosing between alternatives** - Blue, White,(Green), Yellow, Black, Red, Blue
- **Identifying Solutions** - Blue, White, Black, Green, Blue
- **Quick Feedback** - Blue, Black, Green, Blue
- **Strategic Planning** - Blue, Yellow, Black, White, Blue, Green, Blue
- **Process Improvement** - Blue, White, White (Other peoples views), Yellow, Black, Green, Red, Blue
- **Solving Problems** - Blue, White, Green, Red, Yellow, Black, Green, Blue
- **Performance Review** - Blue, Red, White, Yellow, Black, Green Red, Blue