







Edward DeBono's Six Thinking Hats

<p>WHITE HAT</p> <p>FACTS & FIGURES</p>  <ul style="list-style-type: none"> • Neutral & objective • Differentiates between fact and extrapolation or interpretation • Data search needs focused questions <p>DATA SPECTRUM (ordinal scale)</p> <ul style="list-style-type: none"> • Always true • Usually true • Generally true • By & large • More often than not • About half the time • Often • Sometimes true • Occasionally true • Been known to happen • Cannot be true OR can be contradictory 	<p>RED HAT</p> <p>EMOTIONS</p>  <ul style="list-style-type: none"> • Anger, rage, fear, feelings, hunches, suspicion, love/hate • No need for justification or explanation • Thinker who reacts & feels rather than proceeding from one rational step to the next <p>RED HAT Thinking</p> <ul style="list-style-type: none"> • I feel • I do not like • I sense • I don't think • That's hideous • My gut feeling is • My soft spot . . . <p>*Can be an opinion*</p>	<p>BLACK HAT</p> <p>NEGATIVE</p>  <ul style="list-style-type: none"> • Gloomy • Devil's Advocate "yes, but . . ." • Always logical & truthful with relevant reasons but DOES NOT have to be fair • Always logical & truthful with relevant reasons but DOES NOT have to be fair <p>BLACK HAT Thinking</p> <ul style="list-style-type: none"> • Not concerned with problem solving - only with pointing out the problems <p>BLACK HAT Thinking</p> <ul style="list-style-type: none"> • Why it won't work • Critical judgment • Pessimistic view • What are the risks • Not very likely, but <p>*Can be an opinion*</p>	<p>YELLOW HAT</p> <p>POSITIVE</p>  <ul style="list-style-type: none"> • Optimistic, Hope • Opportunity • We could, What about, Is it feasible? • Focus on benefits, Positive • speculation, Alternative ways, Generate proposals • NEED NOT be restricted to points that can be justified <p>LIKELIHOOD of idea (ordinal scale)</p> <ul style="list-style-type: none"> • Proven • Very likely • Good chance • Even chance • No better than possible • Remote or long shot 	<p>GREEN HAT</p> <p>CREATIVE</p>  <ul style="list-style-type: none"> • New ideas • Provocation or extraction can be stepping stones that result in forward movement • MOVEMENT is dynamic, not a judgment process; it goes beyond the known, obvious, satisfactory or safe <p>LATERAL Thinking</p> <ul style="list-style-type: none"> • Changes concepts or perceptions • Breaks problems into irregular parts for divergent pursuit • Cuts across systems • Shifts or creates new paradigms 	<p>BLUE HAT</p> <p>PROCESS CONTROL</p>  <ul style="list-style-type: none"> • Blue hat thinker calls for the use of the other hats • Anyone can offer a blue hat comment or suggestion <p>BLUE HAT Thinking</p> <ul style="list-style-type: none"> • Defines the topic • Sets the focus • Defines problems • Shapes questions • Monitors process • Directs process • Enforces the 'hat' type of thinking • Responsible for summaries, overviews & conclusions during process and at the end
---	---	---	--	--	--