







# Edward DeBono's Six Thinking Hats

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