

I want to
generate new ideas
by framing a
constructive discussion
with my team.



THINKING HATS

INSPIRED BY

de Bono, E. (1985) Six Thinking Hats. USA: Little, Brown and Company.

LEVEL OF INVOLVEMENT



REQUIRES SOME DIALOGUE with colleagues/peers.
Plan for some time to interact and fill out in
collaboration over a day maybe.

What is it & why should I do it?

Thinking Hats allow a range of different viewpoints and perspectives to be brought into a discussion, whilst still keeping the focus on the issue at hand. It's a technique which can be used to encourage people to look at a topic from a number of different perspectives, making what might be a very complex issue a stimulating focus point for conversation. The team learns how to separate thinking into six clear functions and roles, getting them to look at all sides of an issue. Structuring the conversation around these different viewpoints helps avoid endless, free flowing debates around topics, and instead helps create a meaningful, focused discussion. This technique was popularised in the book *Six Thinking Hats* (De Bono E. 1985).

Each hat is a different theme, which indicates a particular viewpoint. In a group setting all team members think about a topic using the range of hats, helping them focus on the topic from each viewpoint at a time. This also helps getting contributions from all team members. This range of viewpoints can uncover new ways to address a particularly difficult problem, for instance by making an overly familiar issue feel 'strange' again, and it helps teams to develop a shared understanding.

? HOW TO USE IT

There are two ways of using the Thinking Hats:

1. Everyone 'wears' the same hat at the same time. Choose one of the hats and ask everyone to contribute to the discussion from that hat's point of view. Each of the six hats is used to discuss an issue.
2. Everyone 'wears' a different hat and the topic is discussed from multiple points of view. All hats need to contribute sufficiently to the discussion. Hats can be switched around during the discussion, forcing people to look at the issue differently.

Both approaches help teams to engage in critical discussions. The hats break up the conversation into focused parts that can

be conducted one after the other, instead of simultaneously. There is no correct order for which hat comes first or last, but for the first few times, it may be easiest to use the sequence as indicated on the worksheet (from factual to management).

The use of these hats may seem artificial at first, but once you go through the exercise a few times, the advantage becomes evident.

If 'hats' are not appropriate for the situation just use T-shirts, badges, or cards with the themes of the hats on them.



FACTUAL



EMOTIONAL



LOGICAL



CAUTIOUS






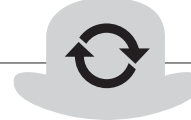
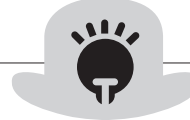

OUT OF THE
BOX



MANAGEMENT

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THINKING HATS

 <p>FACTUAL</p>	 <p>EMOTIONAL</p>	 <p>LOGICAL</p>	 <p>CAUTIOUS</p>	 <p>OUT OF THE BOX</p>	 <p>MANAGEMENT</p>
<p>Scarcely populated area, zone has been polluted in 2014, avoid eating too many fishes, supposedly people lost their jobs after the spill, no economic growth, rich of natural places where is possible to camp, fish, raft ecc...</p> <p>River not very deep (2m), roads are present but not state of the art, no railroad or public transportation.</p> <p>The only economic/social center is Charleston at one of the ends of the river.</p> <p>The area is already known as a fishing spot.</p>	<p>I feel sad about the situation in the zone and the people living there, it doesn't feel to me a place where I would go to spend my time as it seems to be a shadow of its former self.</p> <p>I would work on the place using the extensive natural resources to bring the value to the zone</p>	<p>The lack of jobs and the unemployed could easily start a new work environment based on a new system that we can propose.</p> <p>The are is already known as a fishing spot and we could use that to start a new flow of people as fishing tourists</p> <p>Given that the river is quite long the amount of people we can attract is as large as the area can afford to hold and manage</p> <p>Giving new jobs to the people will surely improve the quality of life in the area</p>	<p>The health care institution suggests not eating more than one fish per month because of the pollution, the river can be an hazard if there is too much rain during a season, while if there is a drought there will not be enough water for fishing.</p> <p>The are is not easily reachable and there aren't many infrastructures where people could spend time.</p> <p>Since the river is not very deep it's unsuitable to use it with ferries or other boats</p> <p>During winter there isn't much to do</p>	<p>The natural area is ideal for camping and cabins where people could live during the summer as a different type of vacation.</p> <p>Hunting is an option in the woods.</p> <p>Music festivals in the woods are a small but researched type of entertainment</p> <p>Crypto</p>	<p>All ideas given can be put in place, probably the safest bet is correlated to fishing as it's the one that requires the least amount of change to the natural area and is already kind of in place on a non competitive or commercial way.</p> <p>Hunting is already practiced but it involves safety hazards, especially if we consider a larger amount of people coming</p>