Table 2: Overview of 6-Hats Communication Styles/Roles

White Hat	Red Hat
- I focus on objective facts. - I enter into a discussion without preconceived ideas on a solution - I seek to know that facts of a situation - I seek to know the statistical evidence concerning a decision - I try to think totally objectively about a situation - I seek to differentiate between facts and opinions - I am more interested in facts than opinions	- My feelings sway my decisions - I have good intuition - I often have hunches about the best decision - My personal opinions play a significant role in my decision making process - I listen to my emotions when making decisions - I am suspicious of other people's decision making process - I think emotions should play a significant role in decision making
Yellow Hat	**Black Hat**
- I usually see the positive side of things - I can often see the good parts of even a bad idea - I am usually optimistic that a new idea will work - I tend to see the valuable contributions in people's ideas - I believe that most new ideas have significant value - I usually "look on the bright side" of a problem - My comments are usually positive and constructive	- I can quickly see why an idea will not work - I often can tell an idea will not work by judging from past experience - I like to play the "devil's advocate" - I can usually see the pitfalls in an idea - I can readily detect poor logic in someone's argument - I find it easy to be critical of other's ideas - I am often pessimistic of others ideas
Green Hat	**Blue Hat**
- I am creative - I often generate new ways of thinking about a problem - I easily think "outside of the box" - I am good at finding new approaches to solving a problem - I am constantly thinking of alternatives - I am not likely to settle for the "status quo" - I can easily generate new concepts	- I like to lead the problem solving process - I tend to think as much about the problem solving process as the problem itself - I focus on the big picture, summarize and draw conclusions - I find myself trying to keep the group focused - I tend to try to optimize the group problem solving process - I often help the group clearly define the problem - I often find myself orchestrating the group

II.2   The 6-Hats Based Team Formation Strategy (TFS)

The first tool in the 6-Hats TFS is the 6-Hats "typing" instrument which is used to determine a person's relative preference for each of the 6 styles/roles designated in the previous section (i.e. find their 6-Hats "type"). The instrument used to determine a person's 6-Hats type is shown in Appendix I. It is written in Microsoft Excel and contains 30 questions. The instrument is emailed as an attachment to each student in the course(s). Students email back the completed instrument. A separate Excel spreadsheet is used to score the instruments. Of the 30 questions on the instrument, 5 are dedicated to each of the 6-Hats types. These 5 questions attempt to ascertain the student's preference for functioning within that particular 6-Hats style/role. The