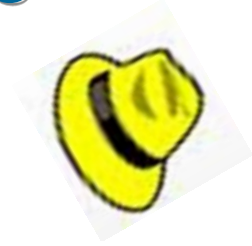


# The Thinking Hats

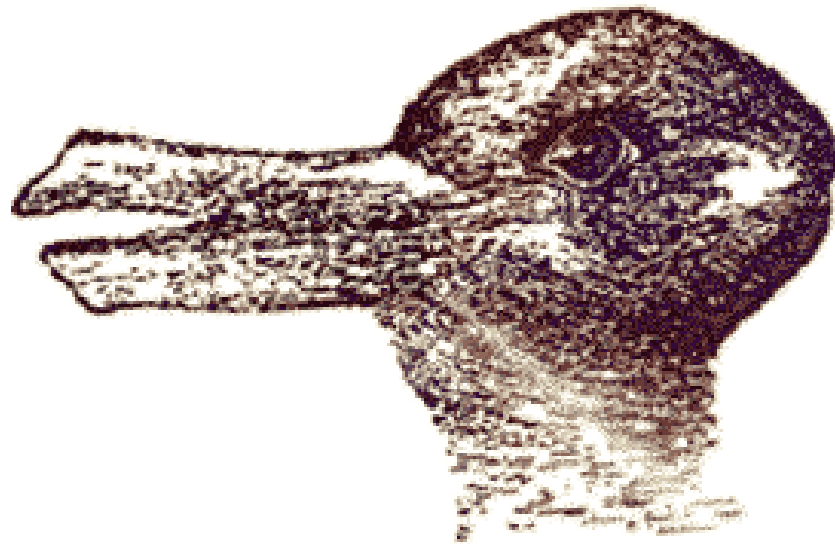


Sharon G. Grundy, PMP, SCPM  
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# What Do You See?









## Information & Data

Data or facts needed • Lessons learned from past similar efforts



## Feelings and Intuition

Emotions or hunches • No reason or justification needed



## The Reasons It May Not Work

Issues • Problems • Reasons why it wouldn't be adopted or sustainable



## The Positive Aspects

Benefits • Value • The best possible outcome



## New Ideas

Possibilities • Alternatives • New ideas or concepts



## What It Will Take

Conclusions • Action plans

Adapted from Edward de Bono's "Six Thinking Hats"

## ■ Useful for –

- Group analysis & feedback
- Personal interactions and empathy





## Information and Data



- Focus on data available.
- Gaps in knowledge – where will you get it.
- Analyze trends – extrapolate from historical data.
- Financials, statistics, lessons learned.
- Your project examples ...

### Overused

Potential to be viewed as too slow to move and too cautious to implement change.  
Analysis paralysis.

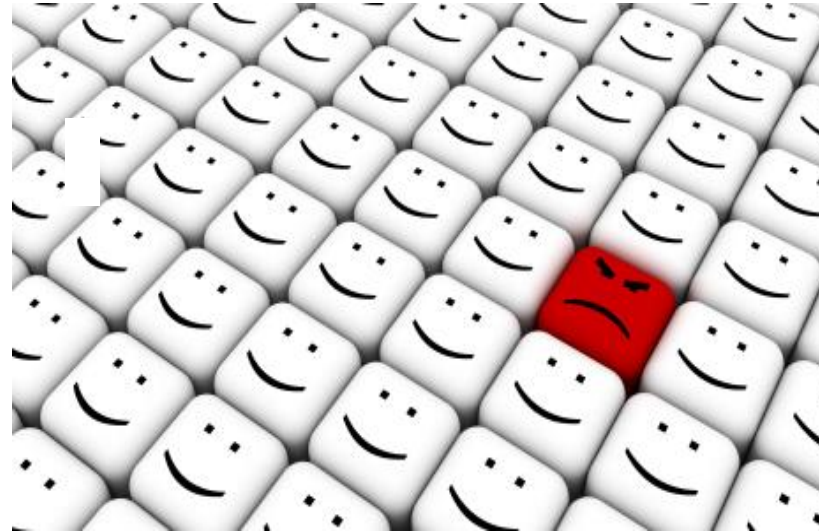
### Underused

Effort could proceed without the necessary facts to maximize successful implementation.





## Feelings and Intuition



- Feelings, emotions – yours and others’.
- Think about how others may react emotionally.
- Think about responses from people who don’t fully understand your reasoning.
- Your project examples ...

### Overused

Potential to be viewed as uncontrolled emotionally or not grounded in what it will take to get the job done.

### Underused

People’s feelings are ignored or discounted.





## Why It May Not Work



- Look at the situation cautiously, defensively.
- Why might it not work.
- Highlights weak points.
- Helps spot risks early.
- Your project examples ...

### Overused

May be viewed as a naysayer and obstructionist in ways that might hamper successful adoption.

### Underused

Risks and challenges not fully understood. Could increase chances for inefficient execution or failure.





## New Ideas



- Creativity.
- New ideas, perceptions & alternatives
- Freewheeling thinking.
- Your project examples ...



### Overused

Potential to be viewed as undisciplined, scattered and lacking the focus to produce a positive result.

### Underused

Innovation and creativity could be stifled leading to a less than optimum solution.

# The Thinking Hats Toolkit



Facts



Emotions



Caution



Value



Ideas



Actions

- Enables everyone to participate and clarify their perspective.
- Encourages structured and diverse brainstorming so that an issue can be viewed from all angles.
- Stretches us to move beyond our perspective to consider other points of view.
- Fosters creative thinking.
- Increases our focus on the issue at hand.
- Validates a point of view thereby decreasing resistance.

# When Using the Hats ...

- **Really Listen** – Everyone wants to be heard.
- **Validate** – Barriers become much less solid when every perspective is acknowledged and validated.
- **Be Patient** – When you ask someone to think differently, allow time for reflection.
- **Be Persistent** – Encourage people to stretch their perspectives and think with other Hats.

