

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

وَقَدْ رَبُّ زِدْنِي عِلْمًا

صدق الله العظيم

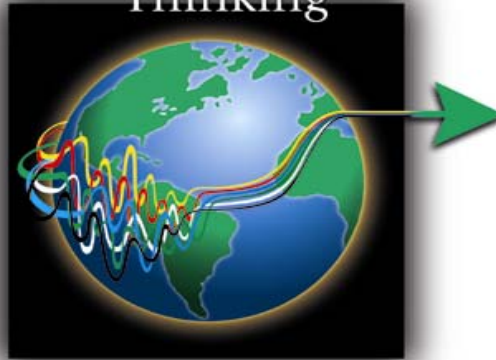


نقدر...؟ طبعاً نقدر



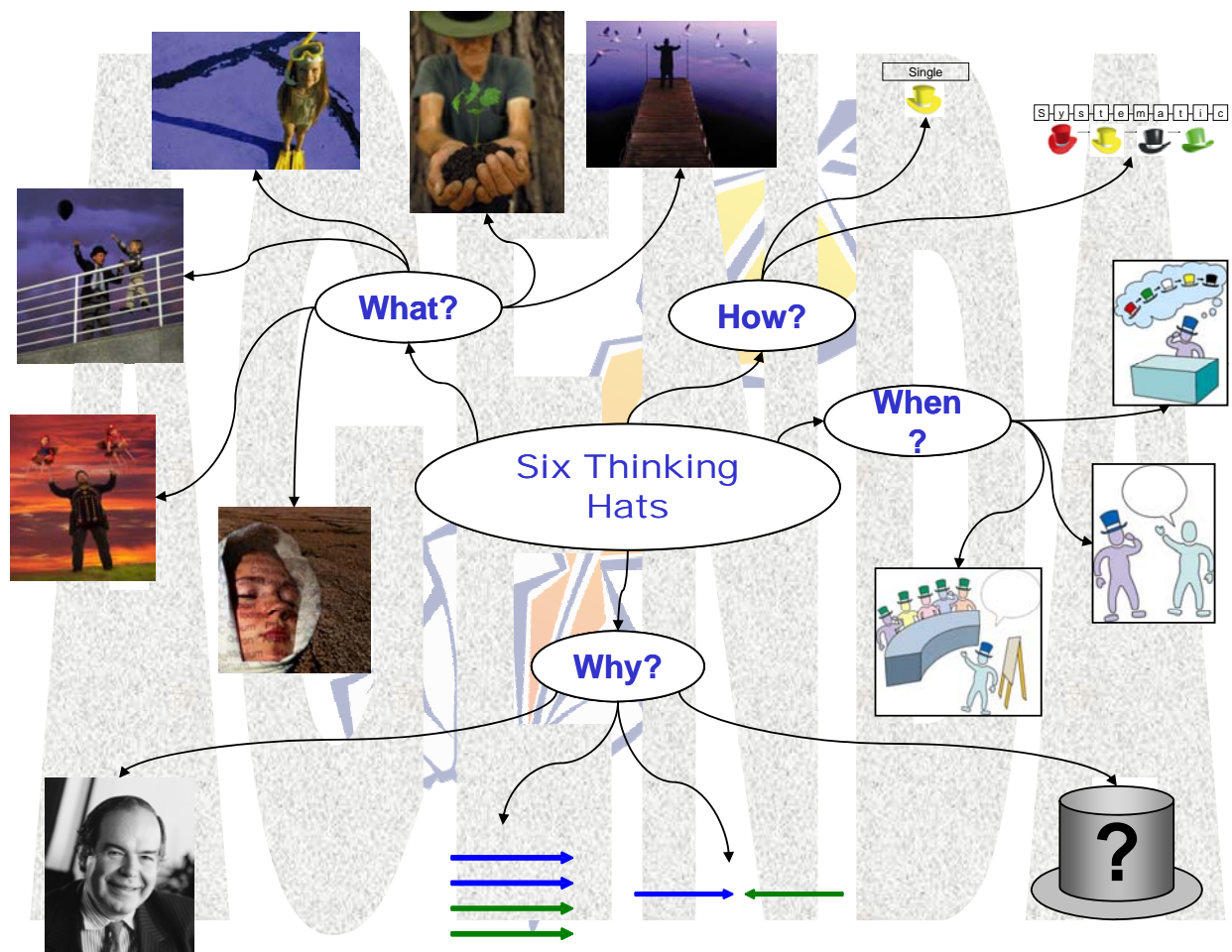
Edward de Bono's

SIX HATS®
Thinking



Tools for Parallel Thinking®





six thinking hats



Dr. Edward de Bono

six thinking hats

- MD, PhD, and Rhodes Scholar
- Faculty appointments in Oxford, London, Cambridge and Harvard
- Leading authority on the direct teaching of thinking as a skill
- Originator of Lateral Thinking, Six Thinking Hats, CoRT, the operative word “po” and the verb “leto”
- Over 62 books translated into over 37 languages

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- Two television series and a movie entitled 2040 were based on his works
- Over 4,000,000 references to his works on the internet
- Invited to lecture in 52 countries
- Asked to chair a special meeting of Nobel Prize laureates
- Had a planet named after him by the International Astronomic Union
- Named by a group of university professors in South Africa as one of the 250 people in all of history who have contributed most to humanity

six thinking hats

NASA

IBM

DuPont

NTT (Japan)

Shell

Statoil (Norway)

Marzotto (Italy)

Kuwait Oil Company

CitiCorp

Procter & Gamble



Federal Express

Siemens

ABB

Ericsson

McKinsey

Ciba-Geigy

Ford

Motorola

M&M Mars

American Express

six thinking hats

“The quality of our thinking
will determine the quality
of our future.”

Edward de Bono



six thinking hats

“The SIX THINKING HATS method may well be the most important change in human thinking for the past twenty-three hundred years.”

Edward de Bono



six thinking hats



six thinking hats

yellow hat



benefits
optimism
value

six thinking hats



yellow hat

- What are the benefits?
- What are the positives?
- What are the values?
- Is there a concept in this idea that looks attractive?
- Can this be made to work?



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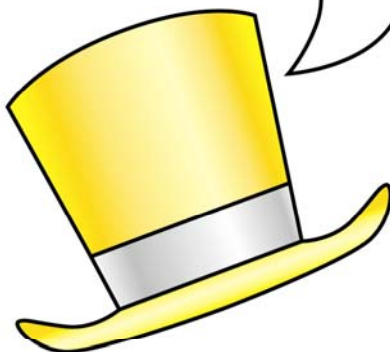


Key Points

- Requires a deliberate effort
- Is less natural than black hat
- Complements the black hat
- Reinforces creative ideas and new directions
- Must give reasons
- Is a powerful assessment tool when used with the black hat

six thinking hats

“Neutral blinds would make the conference room look larger.”



“If we locate in the new mall we’ll have a lot more walk-in business.”



hats in detail

Focus on

benefits
optimism
value



- Requires deliberate effort
- Yellow/black hat is stronger than objective judgment

hats in detail

Yellow Hat Focus Areas

- Reasons for optimism
- Feasibility
- Benefits
- Values
- Competitive advantage
- Sense of potential
- Idea is weak but concept is strong



hats in detail

We need to change to
flexible working hours



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green hat

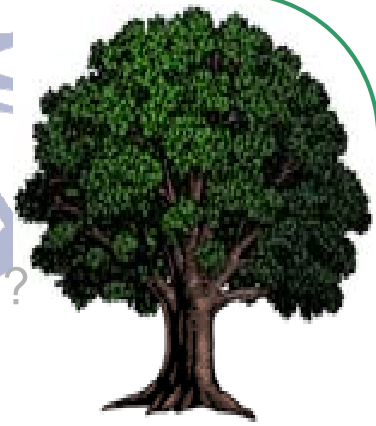


growth
alternatives
creativity
ideas

six thinking hats



green hat



- What creative ideas do we have?
- What are the alternatives?
- How can we overcome the black hat difficulties?

six thinking hats



Key Points

- Searches for new ideas
- Removes faults
- Makes time and space for creativity
- Balances the dominance of black hat thinking

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hats in detail

Focus on growth
alternatives
creativity
ideas



The green hat encourages:

- Making time and place for creativity
- Creative effort
- Creative attitude
- Extracting concepts
- Making modifications
- Problem solving
- Generating possibilities
- Action possibilities
- Lateral thinking techniques

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blue hat



thinking about thinking
facilitating
organizing
process control

six thinking hats



blue hat

- Where should we start?
- What is the agenda?
- What are the objectives?
- Which hats should we use?
- How can we summarize?
- What should we do next?



six thinking hats



Key Points

- The facilitator hat
- Can be worn by any member
- Focuses and refocuses thinking
- Handles requests for thinking
- Points out inappropriate comments
- Asks for summaries
- Makes or calls for decisions

hats in detail

Focus on

- Managing the thinking
- Setting out the agenda
- Deciding next steps
- Defining the focus
- Looking at alternative definitions
- Taking requests
- Managing contingent agendas
- Maintaining discipline
- Monitoring the thinking
- Asking for summaries
- Noting conclusions
- Organizing decisions
- Interrupting the flow

thinking about thinking
facilitating
organizing
process control

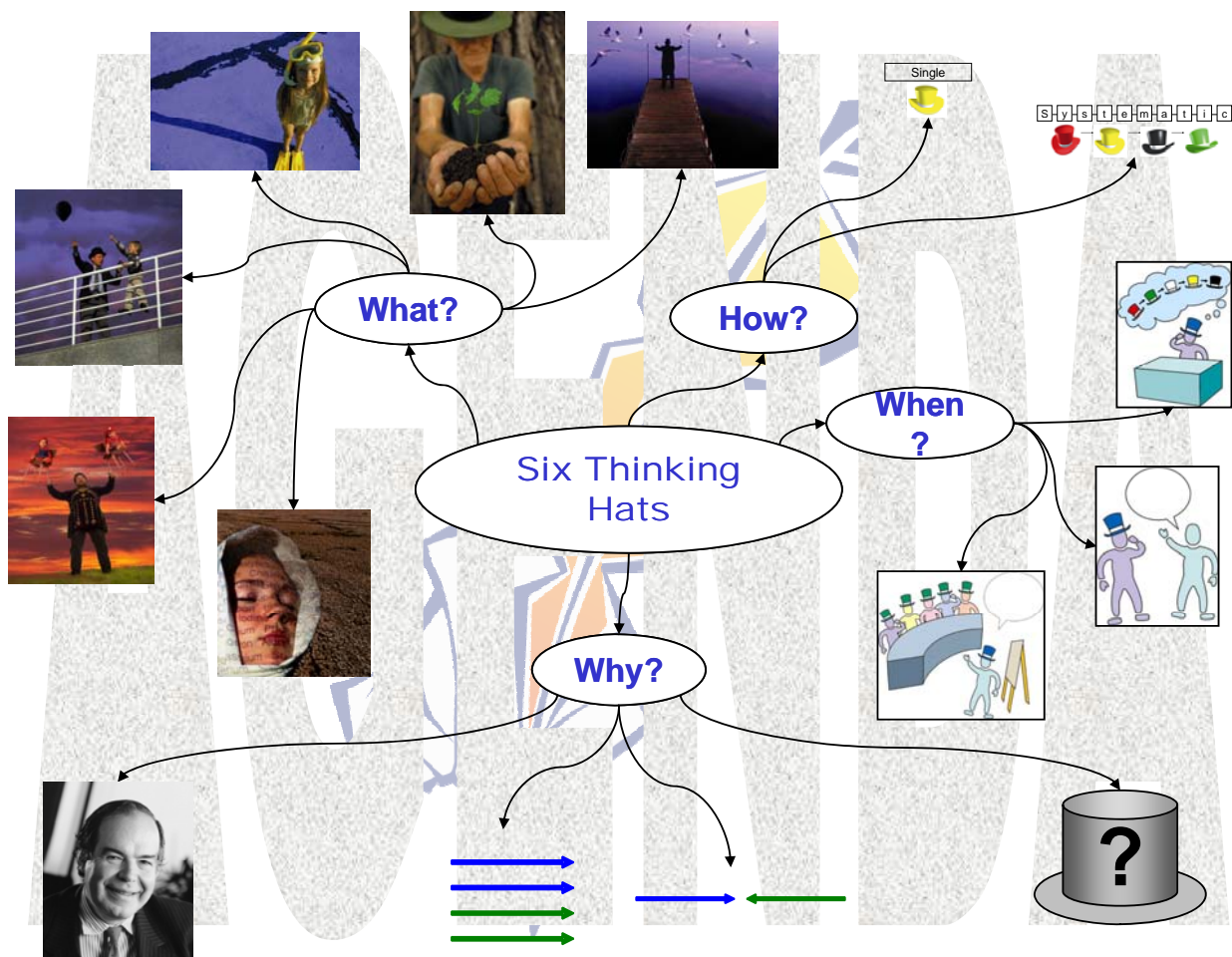


sampling the hats

- “My intuition tells me that won’t work.”
- “Joe told me he was worried.”
- “Most of the work on this project has already been done.”
- “The cost of the plastic tray has increased by 15%.”
- “She can speak French very well, and that is useful.”
- “Are we ready to come to a final decision?”

sampling the hats

- “That secretarial agency is very expensive.”
- “Jack has been with us for 16 years.”
- “I just don’t like that approach.”
- “We are getting bogged down in detail.”
- “We could paint it or varnish it or leave it unfinished.”
- “We do not know enough about this new field.”
- “If we lower the price, more people can afford to buy tickets.”
- “There is not enough space in the parking lot.”



six thinking hats

Single

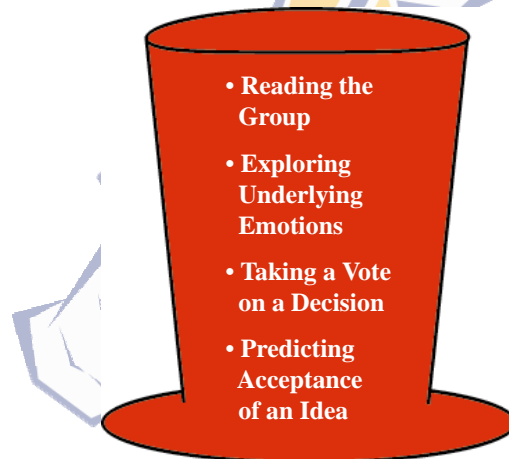
The yellow hat on its own:



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Single

The red hat on its own:



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Single

The black hat on its own:



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Single

The green hat on its own:



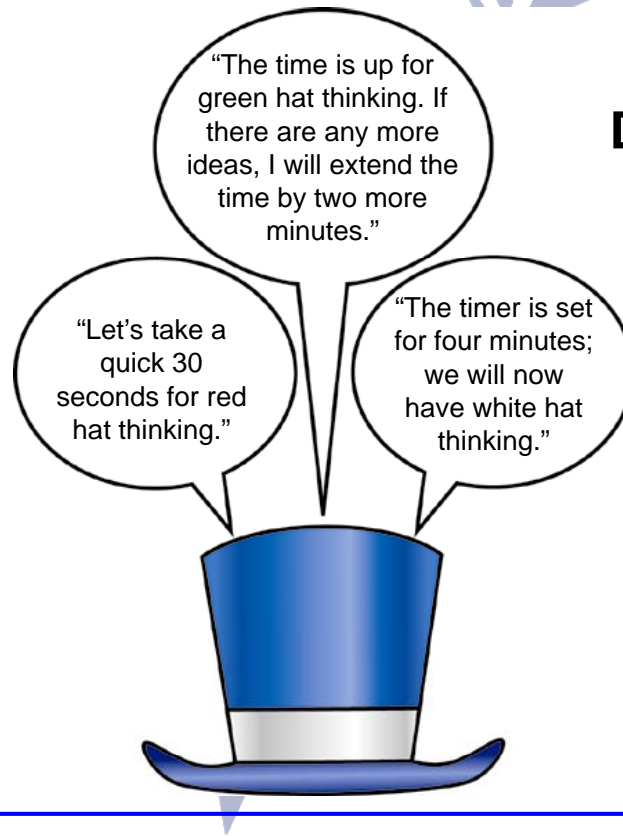
six thinking hats

Single

The white hat on its own:

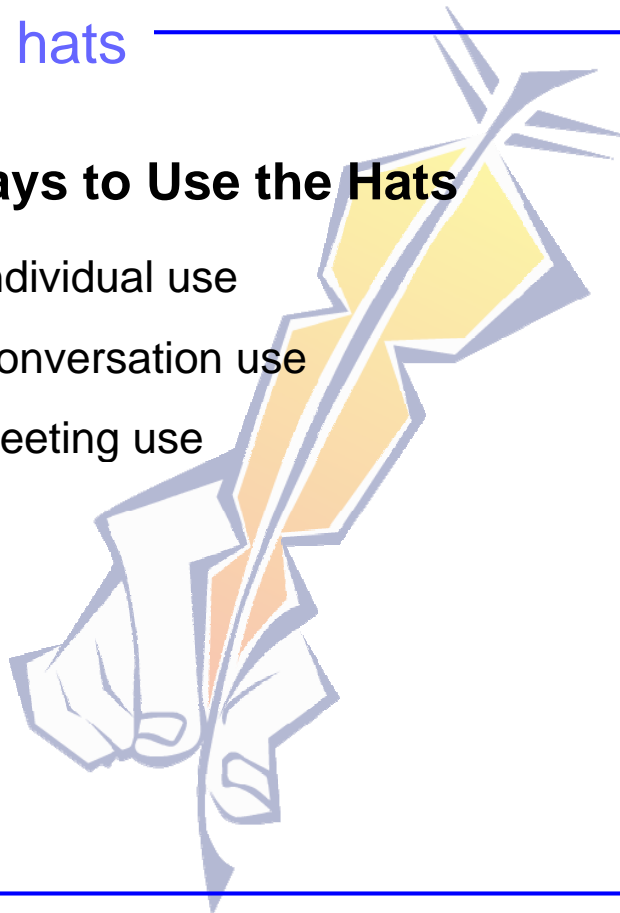


How to Discipline Time



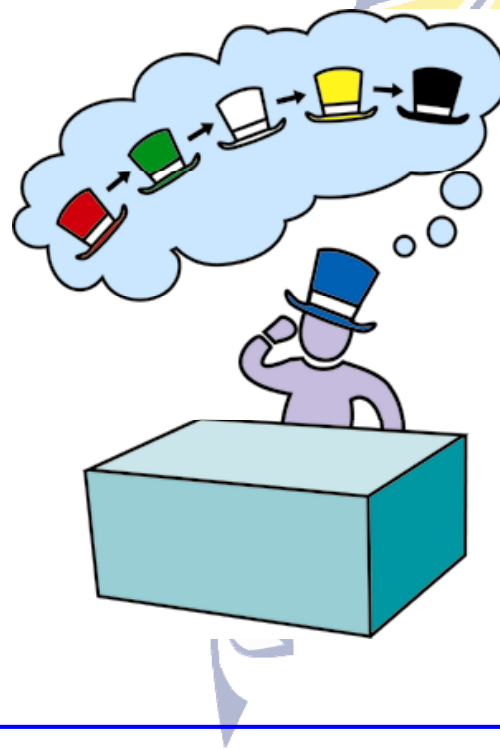
Ways to Use the Hats

- Individual use
- Conversation use
- Meeting use



six thinking hats

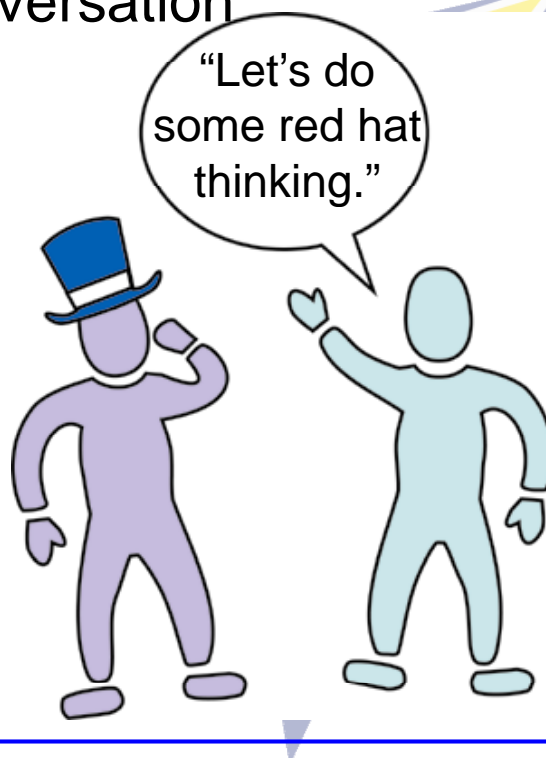
Individual



- Focus on one hat at a time
- Stick to a time limit

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Conversation



- Signaling
- Getting Unstuck
- Switching Thinking
- Caution Without Criticism

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Meeting



- Use designated hat
- Encourage all to participate
- Only blue hat interrupts
- Blue hat prompting
- Directions, not descriptions
- Handling conflicts

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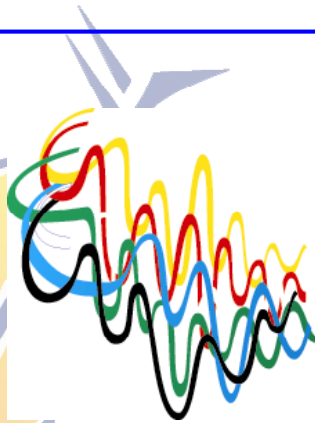
Written Work



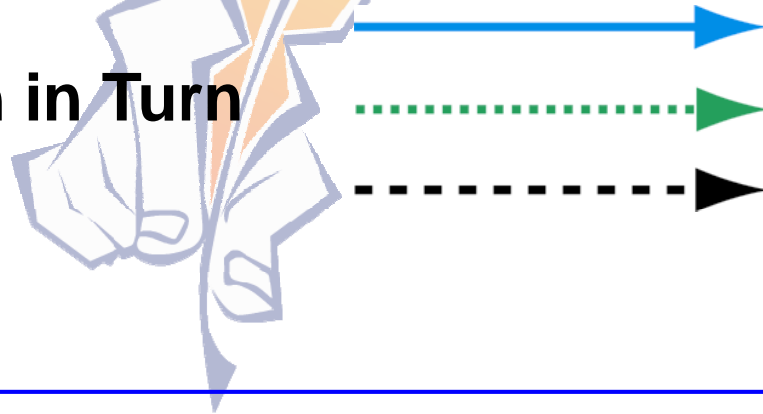
Use the hats framework to improve and simplify

- Reports
- Memos
- E-mail

All at Once



Each in Turn



Black Hat and Other Hats



A fact can be both black and white.

"The ice is too thin for skating."



When the black hat finds problems, the green hat can solve them.

"We can put out warning signs about the thin ice."



If no reasons can be given for a caution, it should be offered as red hat.

"My hunch is that warning signs won't help."

Timing



Be sure to allow time
for all black hat
thinking to be heard.

Tips for Success

Practice! Practice! Practice!

Be prepared.

Explain the hats simply.

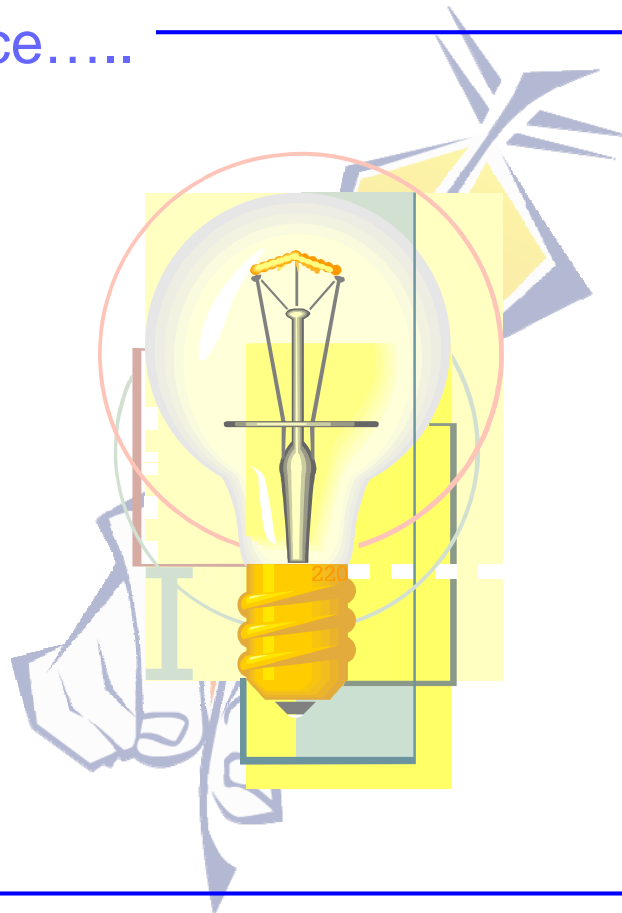
Insist on the terminology.

Start with easy issues.

Characteristics of the Hats

- From Adversarial to Parallel
- From All at Once to Each in Turn
- Brain Settings
- Separation of Ego and Performance
- Respectful
- Allows Thinking About Thinking
- Works Like a Game

let's Practice.....



Thank you.....

