Module 4: Concept Development

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Tool | de Bono’s Six Thinking Hats

- Neutral & Objective
- Optimistic; Positive Critique/Assessment
- Creativity; New Ideas; Alternatives
- Emotional & Intuitive
- Cautious; Negative Critique
- Thinking Process; Overview
6 Thinking Hats | Relate to Rose-Thorn-Bud

- **Optimistic/Positive Critique**
  - Rose

- **Cautious/Negative Critique**
  - Thorn

- **Looking for potential; Creative; New Alternatives**
  - Bud
Yellow hat is optimistic and covers hope, positive thinking, and constructive thinking toward a solution. Concerned with “operacy” – making things happen.

“It is from yellow hat thinking that ideas, suggestions, and proposals are to come.”

Yellow hat is concerned with:
1. Generation of proposals
2. Positive assessment of proposals
3. “Building up” of a proposal. Addressing, overcoming, strengthening weak points identified with the Black hat.

“Yellow hat thinking probes and explores for value and benefit. Yellow hat thinking then strives to find logical support for this value and benefit. ...seeks to put forward soundly based optimism.”
Black hat is cautious and careful. It points out the weaknesses in an idea.

What will happen if we take this action? Will it be acceptable? Do we have the resources to do it? How will people react? How will competitors react? What can go wrong? What are the potential problems? Will it continue to be profitable?

Assessment/Design/Evaluation
Should we proceed with this suggestion?
What are the weaknesses that we need to overcome?
What may go wrong if we implement this suggestion?
Green Hat

Green hat is creativity. It demands actual new ideas, new approaches, and further alternatives.

New ideas, new concepts, new perceptions
The deliberate creation of new ideas
Alternatives and more alternatives
Change
New approaches to problems

Movement – a dynamic process; Provocation
What is interesting in this idea?
What is different in this idea?
What does this idea suggest?
What does this idea lead to?
Three other Thinking Hats

Feelings, Emotions, Intuition

Neutral, Objective; Facts

Management of the thinking process
Red hat provides an opportunity to express feelings, emotions, and intuition.

1. Background emotion can permeate thinking. Red hat makes emotion visible so that its subsequent influence can be observed.

2. Emotion triggered by initial perception. Red hat thinking allows feelings to be brought to the surface as soon as they arise.
White hat is neutral and objective – concerned with objective facts and figures. Hard thinking.

What information do we have?
What information do we need?
What information is missing?
What questions do we need to ask?
How are we going to get the information we need?

Is it a fact? A likelihood? Or a belief?
Attitude used to put forth belief vs. fact matters
• 1st Class Facts: Checked Facts
• 2nd Class Facts: Believed Facts (unchecked facts)
Blue hat is for management and organization of the thinking process – process control.

**Opening Blue Hat**
- Why are we here?
- What are we thinking about?
- Definition of the situation or problem (and alt definitions)
- What do we want to achieve?
- Where do we want to end up?
- Background to the thinking (context)
- A plan for the sequence of hats to be used.

**Concluding Blue Hat**
- What have we achieved?
- Outcome
- Conclusion
- Design
- Solution
- Next steps
Six Thinking Hats | Uses

Single Use
Request a certain type of thinking
“...I think we need some green hat thinking here”

Sequential Use
Structure a process of exploration
Evolving or pre-set
Research > Develop > Launch

Make in Order to Learn

Source: LUMA Institute 2012
Next Class | Prototyping and Design Heuristics

• **Asst12** – No submission required

• Readings available in CANVAS:
  

• Continue to reflect on and advance your Apply the Concept assignment