

The Inspiration Toolbox Part 2



Who or what is grow?

grow is the Bosch internal incubator and platform for start-ups and intrapreneurs, and everything that goes with it. However, grow is also an experimental field for the emergence and realisation of new ideas and always provides new stimuli.

Why PDF?

In the spirit of grow, to share knowledge and experience, all recipients receive a kind of toolbox with instructions on a topic that should interest us all: Inspiration.

Why inspiration?

How can companies reinvent themselves? How do people become protagonists of a culture of innovation? In addition to influencing factors such as intuition, imagination, improvisation and interaction or cooperation, inspiration is one of the most important.

And now have fun with the tool „The Six Thinking Hats“.

THE SIX THINKING HATS



The Six Thinking Hats

BY EDWARD DE BONO



OBJECTIVE



SUBJECTIVE



SCEPTICAL



OPTIMISTIC



INNOVATIVE



REGULATIVE

FORMAT:

Roleplay

NUMBER OF PARTICIPANTS:

6 people



1 facilitator



SCOPE:

The so-called 6-hats method is also a classic innovation tool. It includes elements of group discussion with role play and is particularly suitable if you want to increase the fun factor in a relaxed round. Especially when you want to capture different opinions of team members in a fun way, this inspirational method can be very helpful. With the necessary training, the „Six Thinking Hats“ are particularly suitable for processing and illuminating more complex tasks and for evaluating and optimising pre-developed solutions or ideas from different perspectives. The method requires a certain amount of time and is therefore not suitable if you are under extreme time pressure and cannot invest at least 60 minutes.

GOAL:

Collection of different points of view / Evaluation and optimisation of already-developed solutions

TIMEFRAME:

At least 1 hour, more is preferable

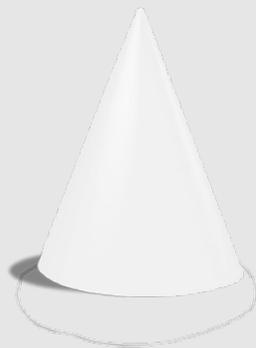


HOW IT WORKS:

There is a facilitator and ideally 6 participants. For the application of this method, you need 6 different headgear (preferably caps in different colours; yellow, red, blue, green, white and black, but ultimately you can also use other easily distinguishable utensils, bracelets, place cards or the like).

The participants will be given a hat in the appropriate colour according to the type or role in which they should now think and discuss. It is important before the discussion begins to become familiar with the properties of the hat and remain „in the colour“ during the discussion. The facilitator plays an extremely important role here in the presentation of the technique. In addition to the matter-of-fact explanation of the facilitator, the openness and assimilation of the participants is particularly important. Ideally, the facilitator is able to act out and present the individual roles.

Begin the meeting by having each participant put on each of the different hats, one after the other, and express aloud what he or she understands about the task associated with each hat. Comments are then collected in writing – preferably for everyone to see on a pin board. During this process, it may be beneficial to cover the definition of the other hats, so that they do not have too much influence.



ROLE 1: THE WHITE HAT

(Analytical thinking, concentration on facts, objective attitude)

The white hat stands for collecting information without evaluating it. Whomever puts on the white hat is very similar to a computer: it counts only the bare facts and figures. With the white hat on your head, try to free yourself from all emotions and prejudices – don't worry, you don't have to push away your feelings forever, because with a different hat, you can let out all of your feelings!

The wearer of the white hat adopts an objective view of all available data and information – completely independent of personal opinion. The white hat is usually used at the beginning of a discussion or process to firstly obtain a neutral overview.





ROLE 2: THE RED HAT

(Emotional thinking and feeling, concentration on feelings and opinions, subjective attitude)

In complete contrast to the white hat, the red hat now stands for emotion. Let all of your feelings in. This means both positive and negative feelings, such as fear, joy, doubt, hope, frustration or whatever else.

In addition, it is also about „more general“ approaches, such as intuition. With the red hat, you speak from your gut and not your head.

As wearer of the red hat, you can express everything that you currently feel, regardless of how clearly you can phrase it or whether or not the others in the group understand it. Anything random and emotive can be expressed with the red hat without having to justify yourself.

ROLE 3: THE BLACK HAT

(Critical thinking, risk assessment, description of problems, scepticism, criticism and fears, objective attitude)

The black hat is about finding the objectively negative aspects of the task. These include concerns, doubts, risks, etc. – so all factual arguments that speak against a project or a decision or reject a question.

Whoever puts on the black hat strives (objectively!) to find out all of the negative aspects of a topic, for example: „Arguments against this project are...“, „The objectively recognisable risks of our project are ...“.

Special Note: please bring up only really objective concerns and not your own personal negative feelings – these are expressed with the red hat.



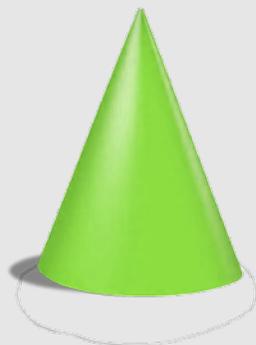


ROLE 4: THE YELLOW HAT

(Optimistic thinking, what is the best-case scenario, speculative attitude)

The yellow hat stands for the opposite of the black hat: this is about discovering the objectively positive. Whomever wears the yellow hat has the task of finding opportunities or advantages, but also of formulating realistic hopes and worthwhile goals.

Here, too, it is about recognising positive aspects from as objective a viewpoint as possible and not based on your own mood (euphoria, for example, belongs to the red hat). This is not about developing ideas (green hat), but about recognising all aspects that speak for a problem.



ROLE 5: THE GREEN HAT

(Creative, associative thinking, new ideas, creativity, constructive attitude)

This hat stands for creativity, for growth and for new ideas. Whomever wears this hat goes in search of all sorts of alternatives. The green hat enables one to think beyond what has already been done or planned. With the green hat, you could use creativity techniques or, for example, use the means of provocation to provoke others to contradict each other.

Green hat wearers can formulate anything that leads to new ideas and approaches, no matter how crazy or unrealistic the ideas may be. Special note: With the green hat on your head, critical comments are prohibited (the black hat is for this).





ROLE 6: THE BLUE HAT

(Ordering, moderating thinking, process overview, big picture attitude)

The blue hat stands for control and the organisation of the entire thinking process. Whomever wears the blue hat, goes to the so-called meta-level and looks over the entire process from a supervisory standpoint and thus obtains an overview. For example, the task of the wearer of the blue hat is to summarise results or make decisions about which hats need to be set up in the process once again or even at all. Usually, or rather sensibly, the blue hat is put on at the end of a session.

Special Note: Alternatively, it may also be advisable for a person to keep the blue hat on during the entire process and thus be a facilitator in the discussion, argument or problem solving.

ESSENCE:

The advantage of the „Six Thinking Hats“ model is that a group’s specific role patterns or task assignment can be resolved. This almost always leads to new inspiration and deadlocked arguments can be dissolved. New perspective almost always leads to new insight.

VARIATIONS:

A slightly faster and somewhat less elaborate methodology lays behind the so-called Walt Disney method. In this method, it is about taking over three roles alternately: the dreamer, the realist and the critic. The entire team wanders from one role to the next, starting with the everything-is-allowed dreamer, followed by the what-is-feasible realist and finally with the view of the constructive what-is-not-possible critic.



DIYS TOOLS:

Copy the form to any size on coloured paper (preferably A3), cut out along the dashed line (1) and glue together at the fold (2).

If there is not enough paper size on hand, you could also make small hats, which could then be placed in front of participants instead of upon the head.

