

The de Bono Suite of Productive Creativity and Innovation Thinking Tools

The Six Thinking Hats®: A Creativity Process for Results Driven Groups A Tool Kit for Parallel Thinking

Workshop and Seminar Pre-Reading Booklet

“From debating
what is . . .
to designing
what can be.”

– Dr. Edward de Bono



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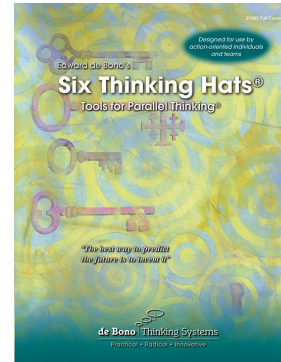
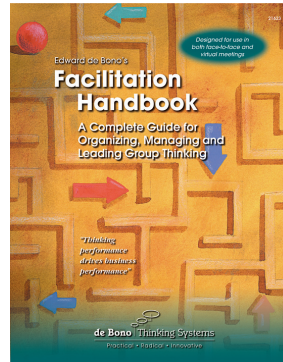
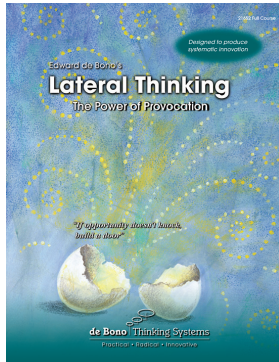
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Build Your Foundation ... Build your Future ... Creativity is Serious Business.

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The de Bono Suite of Productive Creativity and Innovation Thinking Tools



Practical. Radical. Innovative.

Six Thinking Hats: A Creativity Process for Results Driven Groups

Lateral Thinking: The Tool Kit of Pattern Breaking Idea Generating Tools

Focus on Facilitation: How to Lead Productive Thinking Together Meetings that Deliver Remarkable Results

The de Bono Suite of Productive Creativity and Innovation Thinking Tools are all about helping you and your groups power-up your thinking skills so you can create better futures for your organizations, yourself, your colleagues, your customers, your families. It's all in how you go about thinking. It's really that simple.

1. What's your thinking challenge? 2. Which thinking tools will you use? 3. OK–think! Challenge resolved!

Fact: Creative thinking tools and steps are often missing in routine business processes. This contributes to stagnation; nothing new--status quo; incremental improvements that eventually reduce the value of your products, systems, processes, strategy. There's a huge gap to close. Let's close it.

Creative Thinking Should be a Regular Component of Your:

- Decision making process
- Problem solving process
- Opportunity searching process
- Lean Six Sigma process
- Project Management Process
- Change Management Process
- Leadership development process
- Communication process
- R&D, Marketing and every process ...

"The creative process has had more impact, power, influence, and success than any other process in history."

– Robert Fritz

A Message From Lynda Curtin

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I was first introduced to Six Thinking Hats in the early 1990's. Dr. de Bono was on a speaking tour, Toronto stop. His book, *The Six Thinking Hats*, was published in 1985. The daylong event was held in a hotel ballroom with about 1000 people in attendance. What a great day, filled with amazing energy. I was curious to learn what this crazy title was all about. At the end of the event I was hooked! The method just made so much sense to me.

People who knew me and worked with me would have described me as the green hat person, the idea person. I love working with ideas and generating new ideas. Yet, I found myself thunderstruck. It was clear to me I needed to shore up my overall creative thinking process. I needed to get really good at strengthening ideas and becoming more effective with the evaluation process: flushing out the benefits followed by the laying out the downside, solve the downside problems, strengthen the idea, and then gut instinct the idea power. I went to work on improving my thinking skills.

When a concept is strong and practical, smart people seize the business opportunity. This is what happened with de Bono's thinking tools. A company (APTT) was formed to develop training materials, certify trainers, and recruit distributors around the world. The first Six Thinking Hats instructor certifications were held during 1992. I knew in my

heart I was meant to do this work. I just had to attend.

I set to work filling out the application and meeting with my National Manager to make the business case. You can hear the response--it's too expensive. My response, *"Why don't I just submit my application and see what happens? I could be declined."* That made sense to my manager. I was accepted. The money followed. The money always follows when the investment makes sense, even when the item hasn't been budgeted, a big lesson.

Over 20 years ago I attended my instructor certification in this method. Every time I work with a client and we use this tool, or they learn this tool, new ways of using the tool pop up! It's very flexible and dynamic. These two characteristics are what have kept me engaged with de Bono Thinking Systems all these years. I'm still learning new ways of using this method.

I am really looking forward to meeting you and introducing you to this powerful tool. It has the potential to impact, in a meaningful way, how you choose to think about your business and your life. The key is shifting from intellectual understanding to serious skill building.

Good thinking to you.

Lynda Curtin

"It was clear to me I needed to shore up my overall creative thinking process. I needed to get really good at strengthening ideas and becoming more effective with the evaluation process."

— Lynda Curtin

A Message From Edward de Bono

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Learn Practical Tools to Think Your Way to Success

It used to be felt that a person with a high IQ would naturally be an effective thinker. This doesn't seem to be the case. Some people with high IQ's turn out to be relatively ineffective thinkers. Here is my definition of thinking:

Thinking: *"The operational skill with which intelligence acts upon experience."*

For example, if IQ is equivalent to the horsepower of a car then thinking skill is equivalent to driving skill. Just

because a car has huge horsepower doesn't mean the car will be driven well. It takes a skilled driver.

The purpose of developing thinking as a deliberate skill is to enable a person to apply this skill to new and unfamiliar situations that have to be faced. *Six Thinking Hats®* is a thinking tool kit that helps individuals and groups think thoroughly, productively, and creatively ... especially when faced with new and unfamiliar situations that have to be faced.

Edward de Bono

"The main difficulty of thinking is confusion. We try to do too much at once. Emotions, information, logic, hope, and creativity all crowd in on us. It's like juggling too many balls."

– Edward de Bono

The Need to Change Thinking Behavior

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We have developed many excellent thinking tools for argument and analysis. Our information technology methods are constantly improving. But we have developed few tools to deal with our ordinary everyday thinking—the sort of thinking we do in conversations and meetings.

In fact, our traditional thinking methods have not changed for centuries. While these methods were powerful in dealing with a relatively stable world (where ideas and concepts tended to live longer than people), they are no longer adequate to deal with the rapidly changing world of today where new concepts and ideas are urgently needed.

Historical Background

The fall of the Roman Empire in Europe was followed by the Dark Ages. The so-called barbarian hordes swept across what had been the civilizations of Rome and Greece.

Scholarship, reading, writing, and thinking were only preserved in the great monasteries and abbeys of the Church. Naturally, the thinking that took place in the monasteries and abbeys was concerned with theology and with preserving the doctrine and dogma of the Christian faith.

Then came the Renaissance. The Renaissance was brought about by the discovery of the classic thinking

methods of the ancient Greek philosophers. This “new thinking” provided a breath of fresh air. Humanity was given a more central role in the universe. Thinkers were allowed to use reason to work things out. Logic was now allowed.

It is hardly surprising that the “humanists” or non-church thinkers eagerly embraced this new thinking because it gave them a framework for thinking and also for challenging the church. At the same time, this new thinking was embraced by church scholars such as Thomas Aquinas of Naples, who fashioned Aristotelian logic into a powerful, argumentative way of proving heretics wrong. So the two main thinking groups in Western culture adopted, with eagerness, this classic Greek thinking.

Argument and Critical Thinking

To this day, Western culture depends on this type of thinking. In family arguments, in business discussions, in the law courts, and in governing assemblies, we use the thinking system of the Greeks, based on argument and critical thinking.

I sometimes refer to prominent philosophers of this day as the “gang of three.” Who were the famous Greek gang of three, and how did they form the thinking habits of Western culture?

“Our traditional thinking methods . . . are no longer adequate to deal with the rapidly changing world of today . . .”

“Church scholars . . . fashioned Aristotelian logic into a powerful, argumentative way of proving heretics wrong.”

The Gang of Three

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Socrates (469-399 B.C.)

Socrates was trained as a “sophist.” Sophists were people who played with words and showed how careful choice of words could lead you to almost any conclusion you wanted. Socrates was interested in challenging people’s thinking and, indeed, getting them to think at all instead of just taking things for granted. He wanted people to examine what they meant when they said something. He was not concerned with building things up or making things happen.

From Socrates we get the great emphasis on argument and critical thinking. Socrates chose to make argument the main thinking tool. Within argument, there was to be critical thinking: Why do you say that? What do you mean by that?

Plato (c. 427-348 B.C.)

Plato is generally held to be the father of Western philosophy. He is best known for his famous analogy of the cave. Suppose someone is bound up so that the person cannot turn around but can only look at the back wall of the cave. There is a fire at the mouth of the cave. If someone comes into the cave, then the bound person cannot see the newcomer directly but can only see the shadow cast by the fire on the back wall of the cave. So as we go through life, we cannot see truth and reality but only “shadows” of these. If we try hard enough and listen to philosophers, then perhaps we can get a glimpse of

the truth. From Plato we get the notion that there is the “truth” somewhere but that we have to search for it to find it. The way to search for the truth is to use critical thinking to attack what is untrue.

Aristotle (384-322 B.C.)

Aristotle was the pupil of Plato and the tutor of Alexander the Great. Aristotle was a very practical person. He developed the notion of “categories,” which are really definitions. So you might have a definition of a “chair” or a “table.” When you come across a piece of furniture, you have to judge whether that piece of furniture fits the definition of a chair. If it does fit, you say it is a chair. The object cannot both be a chair and not be a chair at the same time. That would be a “contradiction.” On the basis of his categories and the avoidance of contradiction, Aristotle developed the sort of logic we still use today (based largely on “is” and “is not”). From Aristotle we get a type of logic based on identity and non-identity, on inclusion and exclusion.

The Outcome of the Gang of Three

So this was the gang of three. The outcome was a thinking system based on the search for the “truth.” This search was going to be carried out by the method of argument. Within argument there was to be the critical thinking that sought to attack “untruth.” This attack was going to use the methodology of Aristotle’s logic.

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From Aristotle we
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The Pervasiveness of Argument

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To this day, argument is the basis of our normal thinking. The purest form of this type of thinking is in the law courts where the prosecution takes one side of the argument and the defense the other side. Each strives to prove the other side wrong. The “truth” is to be reached by argument.

The Inadequacy of Argument

There is a place for argument, and argument is a useful tool of thinking. But argument is inadequate as the main tool of thinking.

Argument lacks constructive energies, design energies, and creative energies. Pointing out faults may lead to some improvement but does not construct something new. Synthesizing both points of view does not produce a stream of new alternatives.

Today in business, as elsewhere, there is a huge need to be constructive and creative. There is a need to solve problems and to open up opportunities. There is a need to design new possibilities, not just to argue between two existing possibilities.

“In my view, we would have been at least three hundred years ahead if our thinking had not been limited to the argument method.”

Parallel Thinking: An Alternative to Argument

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Innovation Thinking Tools

Traditional argument is totally useless for such a design process. Instead, we need Parallel Thinking, where each thinker puts forward his or her thoughts in parallel with the thoughts of others--not attacking the thoughts of others.

The Six Thinking Hats method is a practical way of carrying out Parallel Thinking. This method is of fundamental importance because it provides us, for the first time, with a prac-

tical method of constructive thinking. We now have a more constructive alternative to argument or drifting discussion.

It is important to understand this very fundamental nature of the Six Hats method in order to appreciate the importance of the method. The Six Hats system is not just another gimmick. This system provides an alternative to that most basic of thinking procedures: the argument.

Parallel Thinking at Work with the Six Thinking Hats Method

In traditional adversarial thinking, A and B are in conflict. Each side seeks to criticize the other point of view. The Six Hats method allows Parallel Thinking. Both A and B wear each hat together as they explore all sides of an issue. Adversarial confrontation is replaced by a cooperative exploration of the subject.

Blue Hat: Managing the Thinking • "Control" hat • Organizes the thinking • Sets the focus and agenda • Summarizes and concludes • Ensures that the rules are observed		White Hat: Information • Information we know • Information we need • How are we going to get that information? • Determines accuracy and relevance	
Green Hat: New Ideas, Possibilities • Creative thinking • Seeking alternatives and possibilities • Removes faults • Doesn't have to be logical • Generates new concepts		Yellow Hat: Benefits & Feasibility • The optimistic view • Reasons must be given • Needs more effort than the black hat • Considers both short- and long-term perspectives • Finds the benefits and values	
Black Hat: Risks, Difficulties & Problems • The skeptical view • Reasons must be given • Points out thinking that does not fit the facts, experience, regulations, strategy, values • Points out potential problems		Red Hat: Feelings, Intuition, Gut Instinct • Permission to express feelings • No need to justify • Represents feelings right now • Keep it short • A key ingredient in decision making	

"We now have a more constructive alternative to argument or drifting discussion."

Parallel Thinking: An Alternative to Argument

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Unbundling Thinking

When we think in the normal way, we try to do too much at once. We may be looking at the information, forming ideas, and judging someone else's ideas all at the same time.

The Six Hats method allows us to unbundle thinking. Instead of trying to do everything at once, we separate out the different aspects of thinking. This way we can pay full attention to each aspect in turn. Think of full-color printing, where the basic color separations are made and then each basic color is printed separately onto the same sheet to give full-color printing. In the same way, we separate the modes of thinking and then apply each mode to the same subject in order to end up with full-color thinking on the subject.

There is a suggestion that the chemical setting in the brain (neurotransmitters, etc.) may be different when we are being positive from when we are being negative and from when we are being creative. If this proves to be so, then there is an absolute need to separate out the differ-

ent components of thinking in order to do each properly. It would be impossible to have one brain setting that was ideal for all sorts of thinking.

Separating Ego and Performance

If you do not like an idea, then you are not going to spend much time thinking of the benefits or good points of that idea. This is because if you uncovered sufficient good points for the idea to be accepted, then you would have "lost" the argument.

With the Six Hats method, however, the thinker can be specifically asked to give a yellow hat "performance." This is a challenge to the thinker, who will not want to appear unable to perform this way. Even someone who does not like the idea does some yellow hat thinking. In the course of this yellow hat thinking, ideas may turn up which cause the thinker to change his or her mind. It also can happen the other way around. A euphoric supporter of an idea can be asked to do a black hat performance. This may turn up difficulties that reduce the previous euphoria.

"Instead of trying to do everything at once, we separate out the different aspects of thinking. This way we can pay full attention to each aspect in turn."

"Because the Six Hats system quickly becomes a neutral game, the method provides a very convenient way to switch thinking or to ask for a certain type of thinking."

Parallel Thinking: An Alternative to Argument

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Switching Modes

If you ask someone not to be so negative, that person may be offended. But if you ask the person to do yellow hat thinking, there is no reason to be offended. You might also say, "That is good black hat thinking; let us have some more of it." Later you would say, "We have had a lot of good black hat thinking. Now, what about switching to the yellow hat?"

Because the Six Hats system quickly becomes a neutral game, the method provides a very convenient way to switch thinking or to ask for a certain type of thinking. This is not easy to do in any other way without offending the people involved.

Increased Awareness

Because there is now a simple and practical way of refer-

ring to different modes of thinking, people become aware that they are stuck in one mode or another.

"I think I have only been doing red hat thinking about this."

"We should make a deliberate yellow hat effort here."

"We are drowning in irrelevant white hat."

"Our green hat is way too weak on this challenge. We need more green hat thinking."

"We need to do a final black hat before we action plan."

People can now comment on their own thinking and can also comment on the thinking of others. The Six Hats method allows an increased awareness of what thinking is actually being used on any occasion with an intention to ensure the thinking is thorough and complete.

The Six Hat method allows an increased awareness of what thinking is actually being used on any occasion with an intention to ensure the thinking is thorough and complete.

Shift From Intellectual Understanding to Building Skill Using the Six Hats Thinking Method

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You're likely reading this booklet because you're getting ready to attend a workshop or seminar. You've made the decision to shift from intellectual understanding to skill building. It's one thing to understand something, it's quite another to be able to do something. Think of it this way. A person setting out to learn to play an adequate game of golf would have a very difficult time becoming skilled if she just read books. It takes practice, lessons, coaching,

playing, more lessons, more practice, more playing. It's the same with learning a new tool. In this case, Six Thinking Hats. You'll be diving into the method and learning many different ways the tool can be put to effective use. You'll also be participating in lots of practice activities; some of them might be job related. The objective is to set you up for success using the tool when you are back at work, or, at home with your friends and family.

Key Benefits

Here are some of the benefits clients experience as they use the method with more and more confidence.

- They experience results immediately. This often happens in the workshop.
- It provides an effective framework for the creative process from beginning to end.
- Meeting time is much more productive and often shorter.
- Each person's unique thinking is considered which strengthens the output.
- Stronger solutions are developed.
- It helps groups keep their focus on the future instead of hashing out past problems over and over.
- Confusion and frustration can be quickly cleared up.
- It puts everyone on the same page.
- All levels within a company can use it.
- Using the method improves cross-cultural interaction.
- Conflict is reduced as people see a fuller picture of everyone's view.
- Collaboration is easier.

It's one thing to
understand some-
thing, it's quite
another to be able
to do something.

Testimonials and Results

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"The Six Thinking Hats methodology was openly embraced by the advisors (Lynda) and we truly got much more robust output from the meeting than conventional advisory boards."

– **Betsey King, Professional Relations & Education Manager, AstraZeneca**

"Six Hats is a simple, yet powerful tool that can be learned rapidly and used immediately to achieve long-lasting results. Six Hats has helped our product development group to generate ideas quickly, evaluate them efficiently, and implement action plans effectively."

– **Laura Donahue, Nestle**

"I have found there are 3 basic pillars supporting creativity and innovation: the Osborn/Parnes problem solving model, and the Six Thinking Hats and Lateral Thinking tool kits. This is where you should start. Lynda Curtin is the right person to do this training."

– **Roland Boose, Nestle USA Prepared Foods Division**

"We know health care is changing. We don't have to sell the need for creativity. For us it's the implementation piece; the next step. We see the Six Thinking Hats as a method to go beyond generating ideas ... a way to help teams effectively and efficiently evaluate the merits of the ideas they learned during our "One Team, One Purpose" course."

– **Jennifer Kirby, Washoe Health System**

Results: A Statoil drilling manager presents his problem as a case study. The group solves his problem using the Six Thinking Hats method. The drilling goes on, and millions are saved. With hindsight, a genial solution--not planned and not foreseeable in advance.

Results: Emerson Scroll Compressor--Plant employees use Six Thinking Hats as a communication tool to help solve problems. Scrap was reduced by 20%, resulting in an annual \$48,000 cost saving. An idea contest resulted in implementing ideas that saved \$400,000.

Results: Three-day Power Session with Lynda Curtin. Develop ideas to grow the business. Increased revenue by \$300 million. Used Lateral Thinking and Six Thinking Hats tools.

Results: Used Six Thinking Hats to develop and implement actionable ideas to meet breakthrough sales goals on two product lines: +\$50 million and +\$10 million. (within six months)

Results: Six Thinking Hats Power Session with Lynda Curtin. Select a software vendor--enterprise wide solution. Budget: \$15 million. Actual Spent: \$12 million. Three million saved because of the thorough and complete thinking of the group.

Results: A division of a well-known Fortune 500 (a top 50 company) generated 44% of all patents filed worldwide: Lynda Curtin trained this group to lead innovation meetings using Focus on Facilitation and Six Thinking Hats tools which helped with this accomplishment.

"You can do no better than to attend a de Bono seminar."

– **Tom Peters**

"An inspiring man with brilliant ideas. de Bono never ceases to amaze with his clarity of thought."

– **Sir Richard Branson, Serial Entrepreneur**

"I believe Dr. de Bono's work in teaching people to think may be the most important thing happening in the world today."

– **George Gallup**

My Challenges

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As you prepare to attend your Six Thinking Hats session, think about the challenges you need to work on. What challenges would benefit from some Six Thinking Hats application?

Meet Lynda Curtin: The Opportunity Thinker

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Lynda is a thriving senior leader in de Bono Thinking Systems, Inc. global network. A talented practitioner with over 35 years of real-world business challenges under her belt, clients love being able to tap her wealth of experience, and the creative approach she brings to their events--always results oriented. Her clients have:

- Increased revenue by \$300 million.
- Generated 44% of all the patents generated in a Fortune 50 company.
- Reduced meeting time from 30 days to 2 days.

Background Highlights

- Celebrated her 20th Anniversary as a Six Thinking Hats Master Trainer by hosting an exclusive Executive Deep Dive in Los Angeles.
- Shot her second hole-in-one on April 22, 2012. Shot her first hole-in-one on December 19, 2009.
- Is one of only 12 de Bono Thinking Systems Master Trainers in the world qualified to lead the de Bono Suite of Productive Creativity and Innovation Thinking Tools: Six Thinking Hats, Lateral Thinking, Focus on Facilitation.
- Led the development and world-wide launch of Focus on Facilitation, the first workshop developed without Dr.de Bono's direct involvement.
- Top and bottom-line business experience--broke sales and profit records--delivered over \$100 million in sales while Product Manager, Major Appliances.
- Real-world, practical business experience with product development, packaging design, merchandising, advertising, marketing, market research, and forecasting.
- Past President of the National Speakers Association Los Angeles Chapter, Lynda has great platform skills.

Book Lynda to speak at your next event.

Call 818-507-6055

Email: info@LyndaCurtin.com

www.LyndaCurtin.com

The Opportunity Thinker is a thriving member of the de Bono Thinking Systems, Inc., global network.



Lynda Curtin