

Exercise 11a

Root Cause Elimination – Six Thinking Hats

Name: _____







Date: _____

Problem

Suppose there is no internet.

Steps

1. Assign hats to people on the discussion team, preferably one color per person, and make sure that everybody understands that when speaking during the session, they must clearly identify with the color of their hat.

HAT	Role
	FACTS Cold, neutral and objective. The person wearing the hat should be systematic and careful in looking at the facts and figures.
	FEELINGS Represents anger, the wearer should make sure he or she listens to intuition/gut feeling and their own emotions.
	CAUTION Pessimistic and negative, thinking with this hat on should focus on why a idea will fail.
	BENEFITS Optimistic, sunny and positive; focusing on seeing ways ideas will work and trying to overcome obstacles.
	CREATIVITY Represents grass, fertility and growth; the person underneath it should be creative and try to cultivate new ideas.
	PROCESS Connected with the sky; focusing on seeing things from a higher perspective.

2. The team engages in a creative discussion about the problem, with the following main responsibilities (other team members can of course contribute at each step):
 - a. The facts about the problem are presented by the white hat.
3. The **green hat** presents ideas on how the problem could be solved.
4. The possible solutions are discussed, with the **yellow hat** focusing on benefits, the **black hat** on drawbacks.
5. The **red hat** works to elicit all team members' gut feelings about the solutions.
6. The **blue hat** summarizes the discussion and closes the meeting.