



Conducting a Six Thinking Hats Session

Step-by-Step

1. Set the room accordingly to the number of participants. Having chairs in a circle is a good solution that allows all the people to see the rest of the group.
2. Introduce briefly the issue that will be discussed during the meeting. It's enough to say which is the issue without giving too many details since they will be discussed later on.
3. Explain the technique of the Thinking Hats, giving details on the meaning of all the hats and stressing the importance of giving answers from every single possible perspective.
4. Start the exercise always from the white hat and conclude with the blue one, all the hats can be used more than one time per section if considered useful.
For every hat these are the instructions that the participants should follow:
 - **White Hat:** Present the facts of the case and the data available, analyzing the information you have.
 - **Green Hat:** Generate ideas and think of various alternatives to handle the issue.
 - **Yellow Hat:** Consider all the positive aspects related to the issue and eventually to the ideas generated, concentrating on the benefits they can produce.
 - **Black Hat:** Consider all the negative aspects related to the issue and eventually to the ideas generated and their drawbacks.
 - **Red Hat:** Use intuition, emotions and gut reaction and try to think about the way other people could react emotionally.
 - **Blue Hat:** Use this hat to take a meta-perspective and to take the control on the way the meeting develops. At the end of the session use this hat to debrief, summarize and adjourn the meeting.



Practical Tips

- Provide one hat of each color and put it in the middle of the group during the correspondent phase of the discussion. This can avoid the confusion on which is the perspective everyone are using in each moment. There is no need to ask the participant to physically wear the hat.
- Make sure that participants are all "wearing" the same hat at the same moment and that everyone is giving his/her opinion for every single hat. To ensure that participants are not avoiding to give an opinion on one of the various perspectives that they might not feel comfortable with, you can ask them to write down a few bullet points for each hat and physically put them inside the hat, so that they can be available during the discussion.
- Leave some time at the beginning of every new round (new hat) for the participants to collect their ideas using the new perspective and elaborate their points of view.



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