



Excellent
Performance
Begins Here



CQI Learning Lunch

Edward de Bono's

Six Thinking Hats

New Tools for New Solutions

**** With Exercise Notes ****

Host - Dennis Sergent @ 517-285-5500

February 21st, 2012

CQI Preview - 9:00 AM to 10:00 AM – Dial-In

Conference Access Number: 1-218-632-9378

Conference Passcode: 734-254-9433#

Learning Lunch - 10:30 AM to 2:00 PM – In Person

University Club of Michigan State

3435 Forest Road, Lansing, MI 48909

517-353-5111



Today's Process



- **A Short Review**

- **Review of Traditional, Linear, Lateral, Parallel Thinking**
- **Review of Edward deBono's Six Thinking Hats in Broader Context**
 - **W. Edwards Deming – Out of The Crisis & The New Economics**
 - **Numerous Other Researchers & Scholars**
 - Especially Paolo Friere
 - Chris Argyris, Peter Senge
- **Your Dialogue & Considerations**
 - **Pick a Problem**
 - **Use the Six Tools**

- **Table Discussions**

- **What adds value to you and your organization?**
- **What are the positive attributes you can use?**
- **What are the differences which influence your thinking?**



Banking Model vs. Dialogue Model



Banking MODEL

- Information Processing Context

OLD FRAMEWORK

1. Argument
2. Logic - Affirmative / Negative
3. Evidence
4. Impact

HOW LEARNING IS DIFFERENT

- Banking Model* of Learning
- Reading At Speed to Memorize
- Repeating Back At Rote, Incomprehensible Speeds
 - Quote Expert Ideas & Authors
- Overwhelm “Opponents” with Preponderance of Evidence

- Contradict Opponents
- Win / Lose Proposition

DIALOGUE MODEL

- Active Learning Context

NEW FRAMEWORK

1. Identity
2. Purpose
3. Method
4. Adaptation

HOW LEARNING IS DIFFERENT

- Pursue Active Learning
- Challenge Thinking in Ideas
- Pose Questions In Dialogue
- Define Adaptation We Must Make
 - Win / Win Proposition

* Banking Method as described by Paolo Friere and HBO Documentary “Resolved” about the innovative approach of a coach and two students in the debate competitions of 2006 and 2007.



Linear vs. Lateral vs Parallel



- **Traditional Thinking (Adversarial)**
 - **Greeks founded it on argument or adversarial thinking**
 - Each side takes position to prove that the other side is wrong.
 - Completely lacks a constructive, creative or design element.
 - Intended only to discover the 'truth' not to build anything.
- **LINEAR THINKING (Pattern)**
 - **You cannot dig a hole in a different place by digging the same hole deeper**
 - Trying harder in the same direction vs. changing direction. (5 Whys.)
 - Effort in the same direction (approach) will not necessarily succeed.
 - Assume certain perceptions, concepts and boundaries.
- **LATERAL THINKING (Provocative)**
 - **Lateral Thinking is for changing concepts and perceptions**
 - In most real life situations the concepts and boundaries are not given.
 - Lateral thinking seeks to change the concepts and boundaries.
 - Lateral thinking is concerned with the perception part of thinking
 - Where we organize external world into the pieces we can process.
 - Brain a self-organizing information system with asymmetric patterns.
 - With a mathematical need for moving across patterns.
 - Lateral thinking designed to achieve such 'lateral' movement.
- **PARALLEL THINKING (Co-operative and Coordinated) *Designed by Edward de Bono***
 - **Best understood in contrast to traditional argument or adversarial thinking.**
 - The direction itself can be changed in order to give a full scan of the situation.
 - At every moment each thinker is thinking in parallel with all the other thinkers.
 - Statements or thoughts which are contradictory are not argued out but laid down in parallel.
 - In the final stage, the way forward is 'designed' from the parallel thoughts. (Six Hats™ method)



Six Thinking Hats

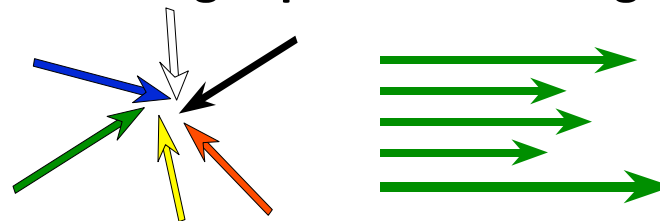


Designed by Edward de Bono

- Six Hats method allows us to unbundle thinking
- Separate out the different aspects of thinking
- Pay attention to each aspect in turn

Six Thinking Hats Framework

Encourages parallel thinking



- Argument is adversarial, Six Thinking Hats is cooperative
- A does not argue with B
- A and B wear each hat together
- A and B try to build on one each other's thinking
- The process is **constructing** and **exploring**

What Are The Hats



1. White Hat – **Facts**
 - Neutral, Objective, Information
2. Red Hat – **Emotions**
 - Hunches, Intuition, Gut Feelings
3. Black Hat – **Critic**
 - Analyst, Logical Negative
4. Yellow Hat- **Sunshine**
 - Optimism, Logical Positive
5. Green Hat – **Creative**
 - Growth, Possibilities, Idea
6. Blue Hat – **Cool**
 - Agenda, Process, Organizer, Overview, Decision



Main Benefits of Six Thinking Hats



1. Allows us to say things without risk
2. Create awareness of multiple perspectives
3. Mechanism is convenient for thinking in new ways
4. Convenient mechanism for thinking with simple rules
5. Can focus our thinking
6. Leads to more creativity in our thinking
7. Improves communication
8. Improves decision making



- Higher Quality - Lower Costs - Better Workplaces -

A Starting Six Hats Process



1. Present the known facts - White hat



2. Generate ideas on how to proceed - Green Hat



3. State the benefits - Yellow Hat



4. Evaluate the benefits - Yellow Hat

5. Define drawbacks - Black Hat



6. Ask for gut feelings about the choices - Red Hat



7. Summarize where we are at and next steps - Blue Hat



Using the Six Thinking Hats



1. Prepare everyone on the team to be heard
2. Define the problem in writing first
3. Start “Blue” and ask the team what hats and order to use?
4. Keep everyone in the hat of the moment
5. Start slow, speed up with experience
6. Can be used by yourself when you become experienced.



- Higher Quality - Lower Costs - Better Workplaces -

WHITE HAT Thinking



White Hat – Facts - Observer

- Neutral, Objective, Information Gathering
 - Focus on available information
 - What is needed
 - What is missing
 - How to obtain it
 - What questions do we need to ask
- Directs us toward information



RED HAT Thinking



Red Hat – Emotions & Feelings of Self & Others

- Hunches, Intuition, Gut Feelings, Emotions
 - Warmth, fire, heat
 - States perspective without explanation or justification
 - We may not know or be able to explain why
 - Our opportunity to be speak up and be heard without having to explain why
- **Directs us towards hearing each other**



BLACK HAT Thinking



Black Hat – Critic of Self & Others

- Analyst, Logical Negative, Caution
- Judgmental, critical,
- What are risks & disadvantages
- Why things are wrong, why they may not work
- Stops us from doing harmful things
- Logical negative point of view
- Overuse can be dangerous
- Flip side of Yellow Hat
- **Directs us to look for obstacles**



YELLOW HAT Thinking



Yellow Hat- **Sunshine** - In Self & Others

- Optimism, Logical Positive
- Sunshine, brightness,
- Seeks the benefits, how they will come about
- Defines what is good, what are advantages
- Defines the different values
- Overuse moderated by Black Hat
- Logical positive – flip side of Black Hat
- **Directs us to look for Opportunities**



GREEN HAT Thinking



Green Hat – **Creative energy**

- Growth, Possibilities, Ideas
- Vegetation, growth, energy
- Proposals and suggestions
- Describe Alternatives
- Modifications and variations
- Possibilities, theories, new ideas
- **Directs us to redefine our territory or expand the farm**



BLUE HAT Thinking



Blue Hat – Cool

- Agenda, Process, Organizer, Overview, Decision
- Managing the thinking process
- What should we do
- What have we done
- What do we want to achieve
- What order do we want to use the hats?
- What have we learned?
- What may be supplemental tools to the method?
- When do we leave the Six Hats to start actions?
- **Directs us to learn in new areas**



Six Thinking Hats - Summary

Edward de Bono's Wisdom



- Unleashes creativity by providing focus and a disciplined technique for exploring topics

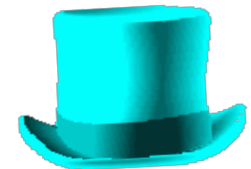


- Enables us to put differences aside and focus on resolving the real issues



- Generates ideas quickly, evaluates them efficiently, and implements action plans effectively

- Used to immediately achieve long-lasting results



Pick A Problem To Work On



In Groups of Six or Less

1. Thirty seconds each
2. Describe our biggest single problem
3. Vote on which one is the one we want to try the Six Hats on
4. Biggest single vote getter is the one we tackle
5. Flip a coin if we have a tie
6. In Six Minutes we will have an answer
7. Describe Table Choice in 30 seconds each
8. Next We Try on The Hats



Our Six Hats Exercise



1. The exercise chosen is a CQI challenge, problem or opportunity.
2. CQI is a long lived organization and we need to implement a new model for financial success or independence.
3. There is a decline in membership and sponsorship and event participation.
4. We have a chicken and egg scenario
 - We need paid staff to develop CQI to get sponsorship monies and
 - We need the monies to develop CQI
5. We need to build a financial model to include paid staff, which may include a paid director, contractors or other staff to
 - Increase Awareness of CQI Value through Better Promotion & Advertising
 - Increase Membership, Sponsorship Numbers
 - Increase Value to Community
 - Develop Programs and Scholarships



Our Six Hats Exercise



1. Present the known facts - White hat



2. Generate ideas on how to proceed - Green Hat



3. State the benefits - Yellow Hat



4. Evaluate the benefits - Yellow Hat

5. Define drawbacks - Black Hat



6. Ask for gut feelings about the choices - Red Hat



7. Summarize where we are at and next steps - Blue Hat



WHITE HAT Thinking



White Hat – Facts – Observer

1. How much \$ funds do we need?
2. How much \$ funds do we have?
3. How much \$ revenue flow do we have?
4. How much \$ cost do we have?
5. How many staff do we have and what are their roles?
6. What is the cost of paid staff? Including expenses? What is the salary level?
7. What is the value of paid staff?
8. How do we track enrollment and overall event participation?
9. What type of event is most attended?
10. Have we lost sponsors? Why?
11. Have we gained sponsors? Why?
12. What is the current number of members? What does membership mean? Does it mean a paid person at an event?
13. What do members think about dues or fees?
14. Do we have a membership model? Do we have a recruitment model and process?
15. Who do we wish to help? Who are our customers?
16. Who are the people/organizations who are the natural members that are interested and can benefit?
17. How can we expand the knowledge of CQI in those people?
18. What do we offer them? Where can we reach them to let them know?
19. What changed? Is there a new reality?
20. If CQI is the answer, what is the question?



RED HAT Thinking



Red Hat – Emotions & Feelings of Self & Others

- Affinity, but competing commitments
- CQI = Great Regional Leader through Programs, Education
- Hire someone now
- Light the fire, need new blood
- All have tools, why use yours?
- Too much competition (for CQI!)
- Value, Time, Money
- Break Community paradigms
- Need a home or “sugardaddy” to embrace us
- Benefits obvious, but unknown



BLACK HAT Thinking



Black Hat – Critic of Self & Others

- Most organizations (potential members) do not understand concepts.
- Need examples of firms that are successful with CQI help
- “Religious connotations” get in the way
- Divisions Resist on Unity
- Is CQI trying to accomplish too much?
- Relevancy
- Part time?
- Utilize technology for efficiency
- Reliance on hired director may be negative to volunteers



YELLOW HAT Thinking



Yellow Hat- **Sunshine** - In Self & Others

- You have Good News & Blessings, working together to help others!
- We are here learning now – how to use this “new” tool – which is not a Deming tool
- Take away some of the “volunteer” work needed
- Economic improvement
- Better workplaces
- Valuable materials
- We have so much going for us we will figure this out
- Centralized focused to CQI
- CQI goals benefit the entire community
- Opportunity for collective learning and collective wisdom
- The heart that individuals share of the concept
- Knowledge in the room – everyone should have an opportunity to be introduced to open minded thinking.
- The synergy of everyone together – everyone should be exposed to this learning to gain the passion of this (Erin)



GREEN HAT Thinking



Green Hat – Creative energy

- Collaboration possibilities
- Webinars
- Road show in community, go into organizations and associations
- Maybe we need to pay an administrative assistant and the leadership is volunteer?
- Synergy with organization who benefits will profit in growth
- Network, tell your associates & others , BTI, etc
- Find ways to interest the next generation
- Offer “new to quality” training & workshops
- Event with popular quality type presenter @ low cost to attract members
- Partner with Michigan Manufacturers Association, Society of Manufacturing Engineers and other organizations
- Cooperate with other providers of tools & suppliers
- Have clear steps and timelines to grow
- New marketing campaign – target others



BLUE HAT Thinking



Blue Hat – Cool

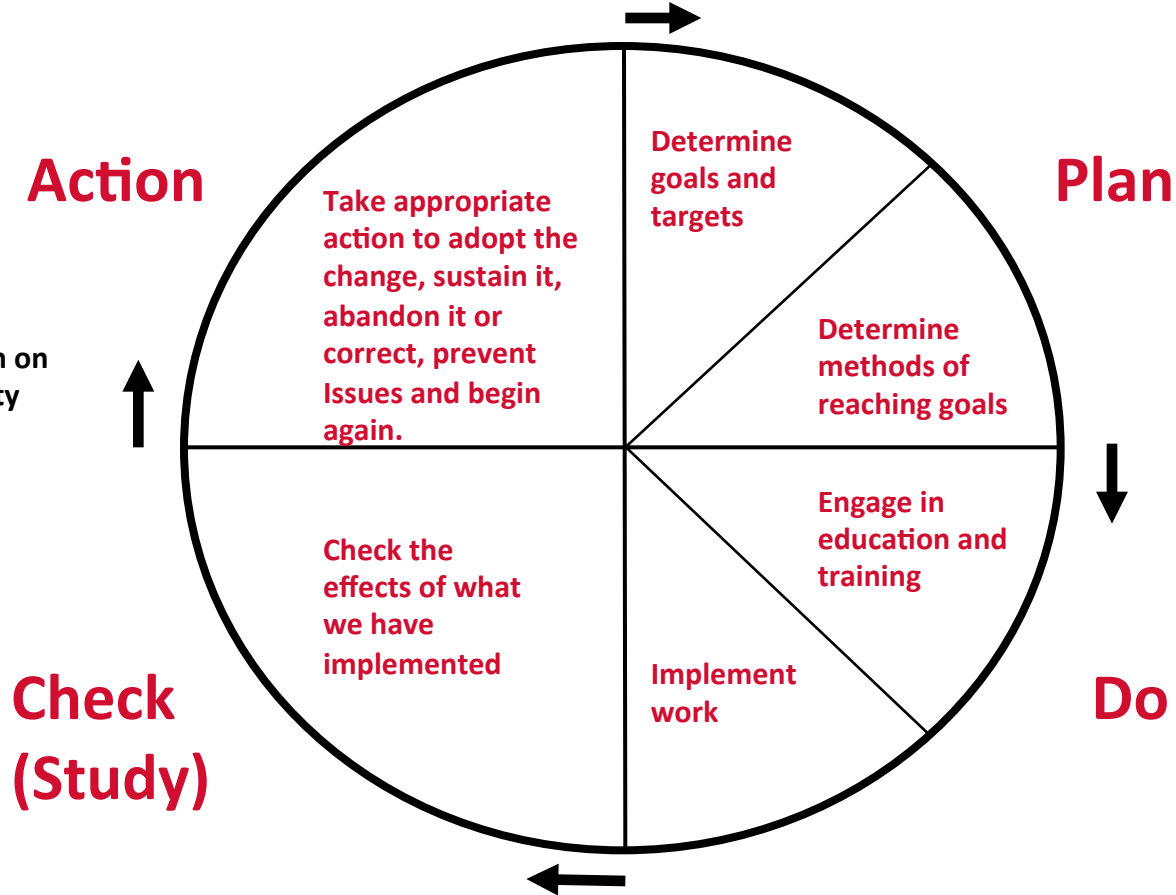
- Macro view of revenue flow to goal with customer feedback guide CQI
- Gather community support
- Collect this data and share with Board & Design Teams and follow up with “White Hat” answers to our questions
- Hire the association administrator
- Share minutes
- Think many volunteers feed back



P-D-C-A - Proceed With Control



- We **PLAN** what we want to accomplish over a period of time and what we will do to get there.
- We **DO** something that furthers the strategies and goals developed in our plan.



Ian Bradbury's presentation on Design and Control of Quality has expanded our views of the PDCA learning cycle, adapted by Deming from Shewhart.

We **CHECK (Study)** the results of our actions to make sure we achieve what we plan.

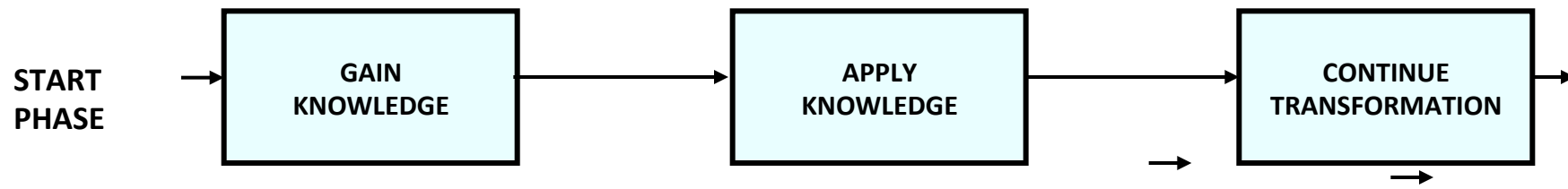
We **ACT** by developing procedures to ensure our plans continue to be successful and by changing what is needed to achieve the initial goals.



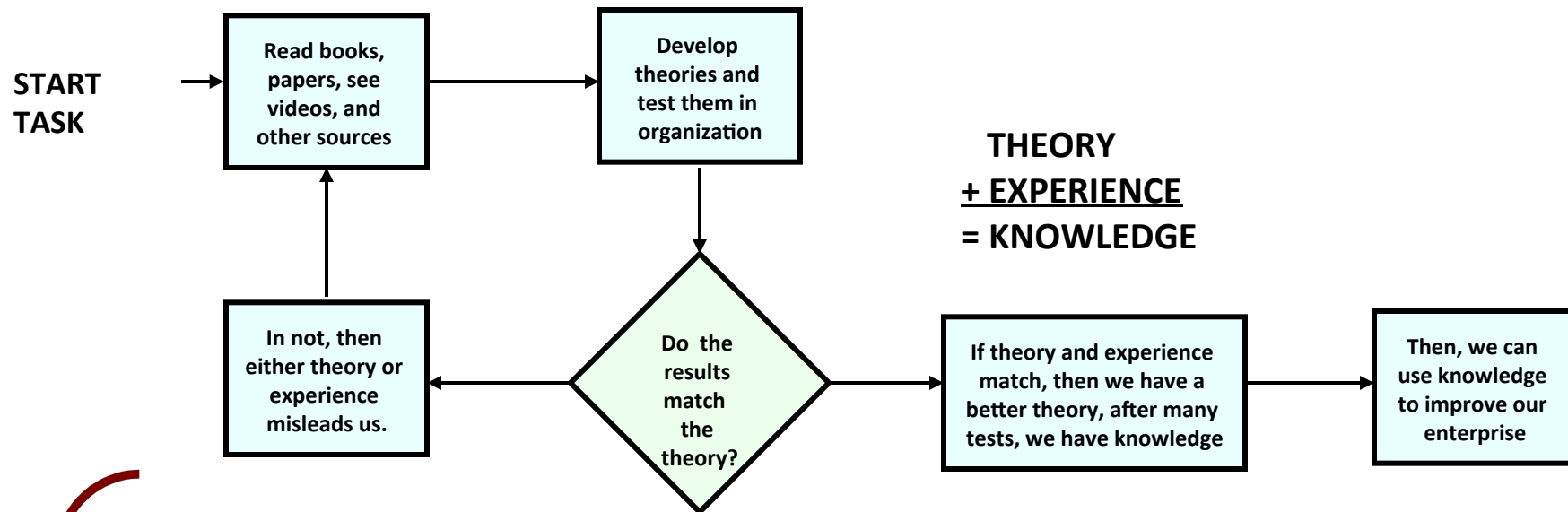
Transformation Process Described by Deming



- Compared to the PDSA/PDCA Cycle



There are a number of dependencies between the Phases and Tasks which are not depicted.



“New” Way Thinking

- **Knowledge Based Transformation**
 - Transformative Thinking
 - Leading Transformation
 - Use of Reformation and Transformation
 - Resource & Relationship Management
 - Striving for Balance
 - Thinking & **Learning** Together
 - Then Working Together
 - Continuous Investment
 - Use of Tools Appropriate To Problems They Can Solve
 - Use Thinking for Alignment
 - Systems Thinking, InThinking and Enterprise Thinking

Lunch!



- Let's collect our lunch!
- Room will be secure
- Staff will take your drink orders when you return
- While you lunch, continue the dialogue
- Make sure everyone is heard from
- Be prepared to share your answers to the following questions!



Table Discussions



AT EACH TABLE DISCUSS:

- **WHAT ARE OUR NEXT ACTION STEPS?**
 - What did we learn here?
 - What do we need to discuss next?
 - Who else needs to hear about this?
 - What will we do with our learning?
 - What adds value to you and your organization?
 - What are the positive attributes you can use?
 - What are the differences which influence your thinking?



Future Agenda



New 2012 Program – at 9:00 AM Before Each Learning Lunch

- One Hour Conference Call on The Subject of The Day
- Free and Facilitated by CQI
- If you can't leave your desk for the Learning Lunch
- If you can't afford to come for lunch & dialogue in person
- If you want more than the usual time to discuss the subject

What Are Your Ideas?

- Benchmarking
- Civility - Lack of it Costs up to \$300 Billion Annually (Pattie McNeil)
- Effective Measurement for Training & Development Initiatives
- Influence (Influencing Your Leader and Your Team)
- Innovation as “Phase 0” in Quality
- Mentoring & Partnership Between Generations (Baby Boomer, GenX, GenY, Transition to Future)
- Quality Assurance Through Proofing
- PDCA vs. PDSA Comparisons With Langford “Probletnuity” Process
- Transformation / Implementation Plans for Quality Systems and Continuous Improvement
- Safety and Quality Synergies



2012 CQI Programs



Performance Begins Here

- **Jan 6 - Learning Lunch @ 10:30 AM ***
 - Continuous Improvement Paradigms & Principles
- **Jan 30 - Learning Lunch @ 10:30 AM ***
 - Innovation through Accelerated Learning and Quality
- **FEBRUARY 7 - BREAKFAST PROGRAM @7:30 AM**
 - *Ian Bradbury* – Design & Control of Quality
- **Feb 21 - Learning Lunch @ 10:30 AM ***
 - Six Thinking Hats – Change of Thinking For The Millenium
- **MARCH 14 - BREAKFAST PROGRAM @7:30 AM**
 - *Joe Raelin* – The Leaderful Organization & Why It Matters
 - **SEMINAR & WORKSHOP Follows @ 9:15 AM**
- **Apr 5 - Learning Lunch @ 10:30 AM ***
 - Multi-Cultural & Virtual Teams – Changing “Normal”
- **Apr 27 - Learning Lunch @ 10:30 AM ***
 - Appreciative Inquiry
- **May 7 - Learning Lunch @ 10:30 AM ***
 - Idealized Design – Starting Over
- **May 16 - BREAKFAST PROGRAM @7:30 AM**
 - *Lisa Toenniges* - Get the People Performance You Need: Six Questions to Ask
- **May 21 - Learning Lunch @ 10:30 AM ***
 - Continuous Investment, Over Continuous Improvement
- **Jun 19 - Learning Lunch @ 10:30 AM ***
 - Why Best Efforts Are Never Enough
- **Jul 10 - Learning Lunch @ 10:30 AM ***
 - Treating Human Error as an Effect, Not A Cause
- **Aug 1 - Learning Lunch @ 10:30 AM ***
 - Performance Analysis and Root Causes
- **Aug 23 - Learning Lunch @ 10:30 AM ***
 - Cultural Influences on Change
- **SEPTEMBER 6 - BREAKFAST PROGRAM @7:30 AM**
 - *Mary Jenkins* – Quality In Compensation
- **Sep 14 - Learning Lunch @ 10:30 AM ***
 - Organizational Development
- **Oct 8 - Learning Lunch @ 10:30 AM ***
 - Leadership versus Management
- **Oct 23 - Learning Lunch @ 10:30 AM ***
 - Balancing Actions & Thinking
- **Nov 13 - Learning Lunch @ 10:30 AM ***
 - Having Difficult Conversations - Principles and Tools
- **Dec 6 - Learning Lunch @ 10:30 AM ***
 - Brainstorming & Benchmarking - Pifalls
- **FOURTH QUARTER BREAKFAST PROGRAM – Date TBD**
 - Speaker To Be Determined
- **QUALITY, INNOVATION & LEADERSHIP ACADEMY – Dates TBD**
- **SECOND HALF QUALITY DEPLOYMENT COHORT – TBD**



*** CQI PREVIEWS @ 9:00 AM – Every Learning Lunch Morning**
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01/25/12 Update

March 14, 2012 – Dr. Joe Raelin



BREAKFAST PROGRAM 7:30 AM

Creating Leaderful Organizations: “Developing Others Through Leaderful Practice” or “Replacing Heroic Inspiration with Shared Engagement”

- The CQI is thankful for the opportunity to bring Dr. Joe Raelin, author of **“Creating Leaderful Organizations: How to Bring Out Leadership in Everyone”** and the Knowles Chair of Practice - Oriented Education and Professor of Management and Organizational Development at Northeastern University to Lansing for a CQI Breakfast.
- At 8:00 AM, he will introduce an exciting new way to practice leadership and leadership development, through what he calls “leaderful practice.”
- Join us for breakfast with Dr. Raelin at 7:30 AM in the MSU University Club and from 8:00 AM until 9:00 AM, he will review his exciting ideas and share the proofs of new models of engagement and leadership at all levels.
- The CQI Breakfast is \$30 for members and \$40 for non-members.

**SERGEANT
RESULTS
GROUP**

SEMINAR & WORKSHOP - 9:15 AM to 12:15 PM

Implementing the Leaderful Organization

- After a short break, Dr. Joe Raelin will reconvene with those registered for a three hour experiential workshop and seminar – which begins at 9:15 AM and continues in an exploration of his new fieldbook, which will be provided to participants.
- This three hour seminar and workshop will be \$100 for CQI members and \$125 for non-members and includes a copy of **The Leaderful Fieldbook: Strategies and Activities for Developing Leadership in Everyone.**
- This workshop is designed for everyone with novice, intermediate or expert levels of expertise and we encourage team members to come and learn together.
- For registration information please go to the website to register at

www.capitalquality.org



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Six Thinking Hats - Learning Lunch



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CQI LEARNING LUNCH

Edward de Bono's

**Six Thinking Hats -
*New Tools for New Solutions***



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