



Culture Made Simple.

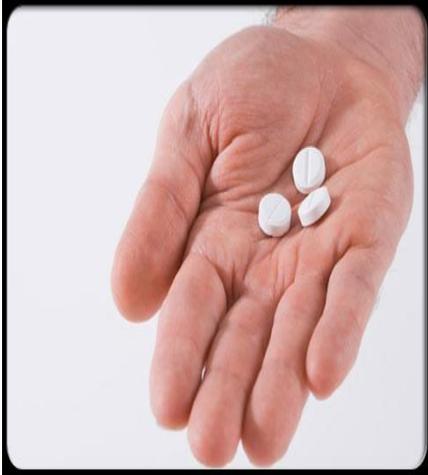
Decision Making & Six Thinking Hats

- Explore tools to support decision making
- Examine parallel thinking and six hat methodology
- Practice utilizing the concepts

Imagine you have some mysterious disease, and the doctor says, "I have good news and bad news. The good news is I have a cure for you. You have to take one A pill and 1 B pill every day at noon for 10 days. Otherwise, you'll die. The bad news is if you take too much or too little of this medicine, you will die. So, you have to be absolutely careful."

The pills are indistinguishable. You can't take two A and 1 B, because that would kill you. You can't take two As alone, that would also kill you. If you miss a pill, you'll die. It has to be one A and one B at noon. Replacement pills will not be available in time if you lose or destroy one. Even experts are not able to tell the pills apart without destroying them.

So you listen to the doctor, and all goes well. The first day you take your two pills; the second day you take them. On the third day, you shake an A pill into your hand and then you start shaking the B pill into your hand when you are distracted and accidentally shake two B pills into your hand. But you weren't looking, and what you see in your hand now are three pills, one A and two B, but you have no idea which is which. The question is: Can you survive? If so, how?



What will you do?

What is your rationale to support this decision?

- Tunnel Vision
- Confirmation Bias – Rationalization
- Wishful Thinking
- Recency Effect
- Confusing assumption with fact
- Binary Trap – either a or b

NOTES:

Intuition

When you just know what to do...

- ✓ Draws on experience - pattern recognition
- ✓ Quick and keen insight
- ✓ Gut feeling
 - Not always reliable
 - Frequently inconsistent

Rule of Thumb

Following the rule of thumb

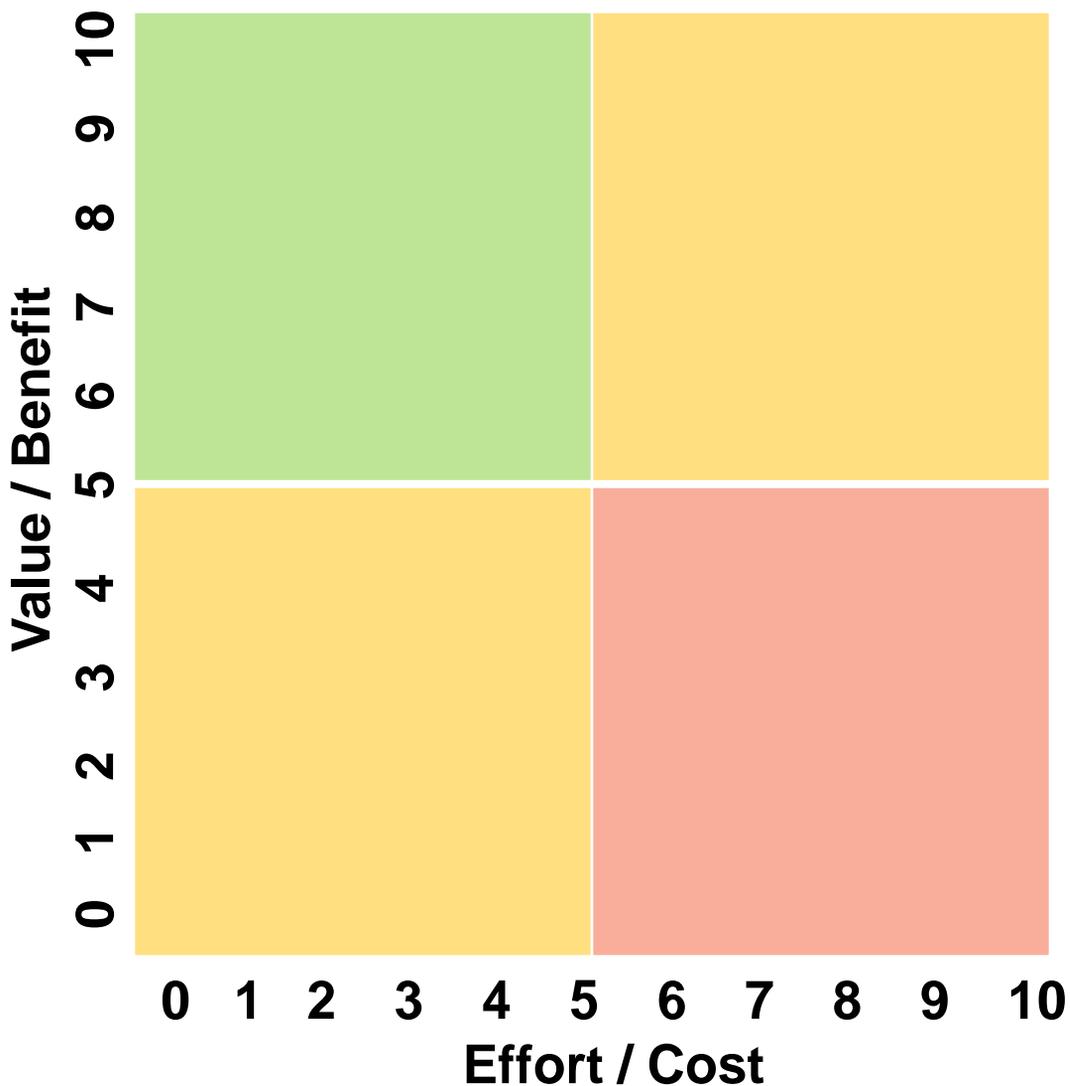
- ✓ General common knowledge-based guideline
- ✓ Draws on experience & history
- ✓ Simple Shortcuts
- ✓ What usually works
 - Not meant to be rigid
 - Not always best for unique situation

Objective Assessment

Weighing it out

- ✓ Better for more complex & unique decisions
- ✓ Value versus effort
- ✓ Comparison process
- ✓ Force Field Analysis
 - Still requires human judgment

- Assess each option for value and effort then place in the appropriate quadrant
- Focus on ideas in the green quadrant
- Consider ideas in yellow quadrants
- Eliminate ideas in red quadrant

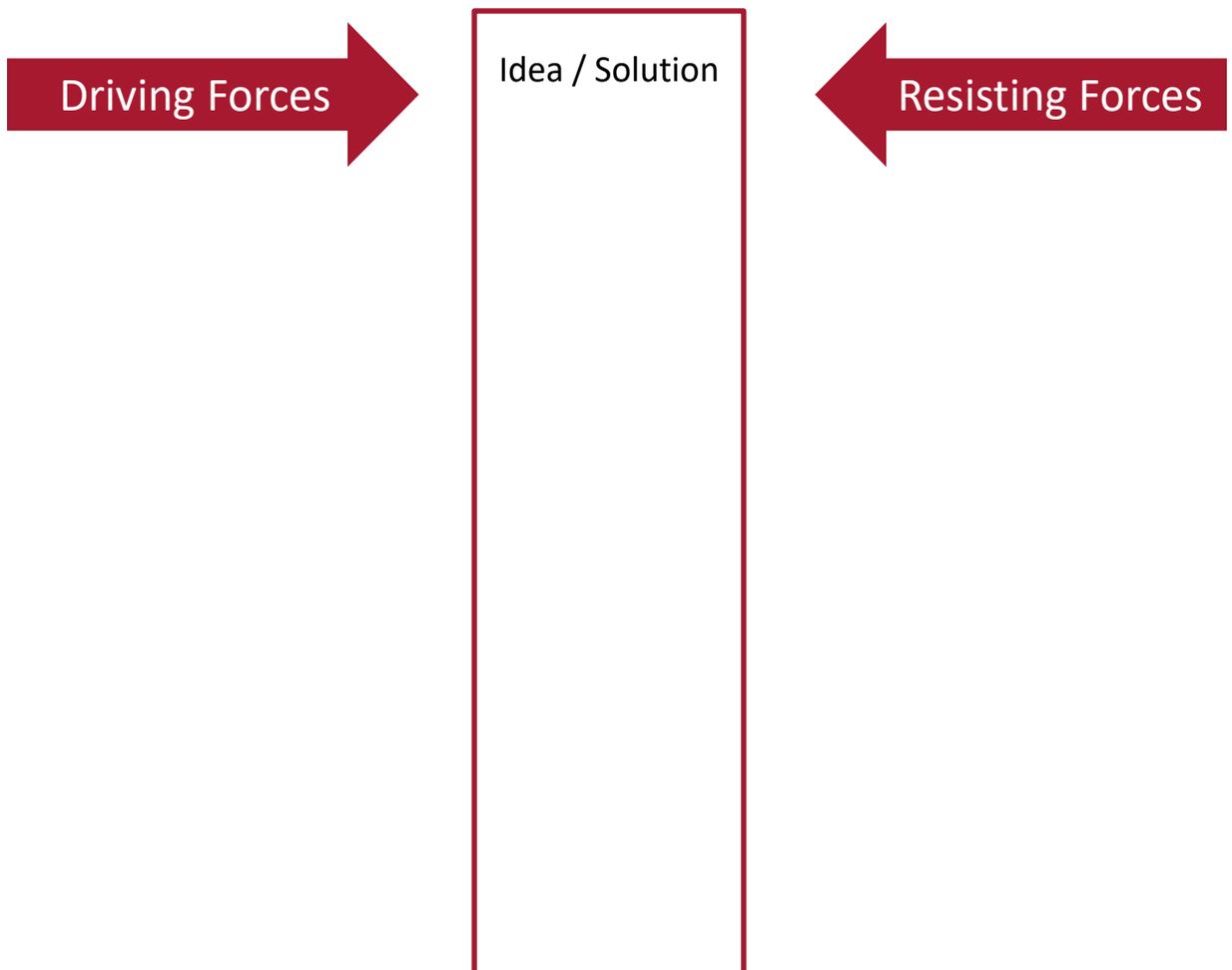


- Write options in the boxes across the top row
- Write criteria in the left column
- Score each option for each criteria
 - 1 – Doesn't meet criteria
 - 2 – Moderately meets criteria
 - 3 – Fully satisfies criteria
- Total scores to compare options

| | Option 1 | Option 2 | Option 3 |
|--------------------|----------|----------|----------|
| Criteria 1 | | | |
| Criteria 2 | | | |
| Criteria 3 | | | |
| Total Score | | | |

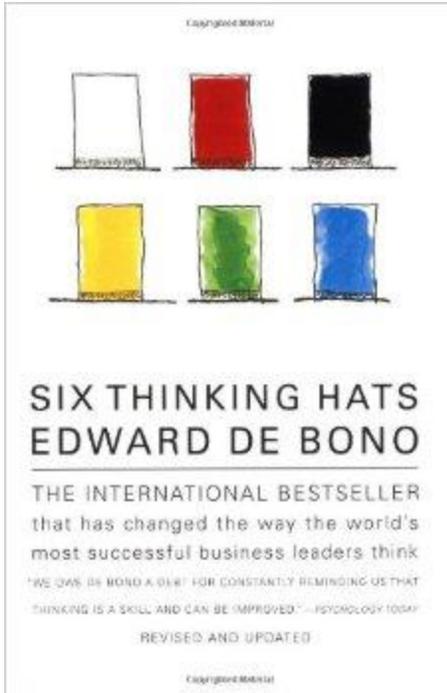
Five Step Process

1. Define the focus
2. Brainstorm driving and resisting forces
3. Clarify and refine lists of forces
4. Evaluate strengths of driving and resisting forces
5. Identify next steps





- Utilize the decision tools to compare options
- Select the best apartment
- Be ready to share your decision and rationale



Dr. Edward de Bono

- M.D., Ph.D., - Philosophy, Medicine & Psychology, Rhodes Scholar
- Nobel Prize Winner
- Successful consult and author of 62 books
- Six Thinking Hats book highlighted the concept of parallel thinking and introduced Six Thinking Hats concept

“The biggest enemy of thinking is complexity, for that leads to confusion. When thinking is clear and simple, it becomes more enjoyable and more effective.”

- *Edward De Bono*

Traditional Approach

- Debate or adversarial – competing ideas or opposing points of view
- Effort to prevail – prove the other side wrong and your side better
- Often both sides are right but focused on different perspectives
- Can lead to binary trap
- Moves away from constructive discovery, collaboration, and cooperation

Parallel Approach

- Everyone is looking with the same focus at the same time
- Encourage collaboration, coordination, and creative thinking
- Builds a full view from all angles
- Moves away from ego being tied to position and toward ego being tied to ability to contribute to discussion using shared focus

Six Thinking Hats is an application of Parallel Thinking

Benefits

- Better taps into and utilizes the full ability of every member of the group.
- Meetings and decisions are more efficient – process saves time.
- Outcomes are higher quality.
- People are more bought-in to decision instead of feeling like they won or lost.



- Facilitates the process
- Maintains discipline
- Summarizes and captures conclusions



- Feelings and emotional response
- Intuition and gut reaction
- Considering other's emotions



- Advantages
- Value and benefits
- All that is good and positive



- Facts and data
- Information you have or need
- Objective and verifiable



- New perspectives
- Creative thinking – what if
- Alternative options



- Disadvantages
- Faults and problems
- All that is not good or positive

Should we encourage employees to attend advanced training?



Reflect on Decision Making and Six Thinking Hats

- What is most important to remember?
- What ideas can be immediately applied?

Remember

Apply