Decision Making / Conflict Solving - 6 hats for HR

1) DESCRIPTION OF THE TOOL

The technique of Edward De Bono, of the hats to think, facilitates the use of different styles of thought that we use to solve problems. This methodology tries to identify different ways of thinking with colored hats.

Time: 60 minutes

2) OBJECTIVES OF THE TOOL

Changing hats, it facilitates

- the change of attitude
- different points of view
- proactive attitude
- assertive communication
- open mind

3) CONNECTION OF THE TOOL WITH THE SKILL

This tool is helping us to put into the practice all the concepts that we described in the pill "3 main skills for Conflict solving"

4) RESOURCE MATERIALS

- coloured cardstock
- Annex 1
- Pen

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5) HOW TO APPLY THE SKILL

Step 1- Make 6 hats with coloured cards (white, red, black, yellow, green and blue)

Step 2- distribute to each participant a copy of Annex 1 and a pen

Step 3 - using the hats, each participant has to fill in the column corresponding to each hat according to the instructions

Step 4 - the participants comment together the annotations of each one

We can use this skill for a group activity or for a face to face meeting.

Although in the annex we have a description of what we are going to include in each section, we will make a short description of each hat:

White hat: numbers and concrete facts without subjective interpretation, without opinions or assumptions, like a computer

Red hat: Emotional Intelligence

The Red Hat allows participants to acknowledge and express emotions, both their own and those of others. This improves emotional intelligence, helping HR professionals understand and manage emotions in the workplace effectively.

Black hat: Risk Management

The Black Hat focuses on potential risks and challenges, teaching participants to anticipate and mitigate problems before they arise. This proactive approach to risk management is essential for developing robust and resilient strategies.

Yellow hat: Positive Outlook and Optimism

The Yellow Hat encourages participants to look for the positive aspects and opportunities in every situation. This helps in building a constructive and optimistic attitude, which is vital for motivating teams and fostering a positive work culture.

Green hat: Creative Problem-Solving

The Green Hat promotes creative and innovative thinking, encouraging participants to explore unconventional solutions and new ideas. This helps HR professionals develop a creative mindset, which is crucial for addressing complex and evolving workplace issues.

Blue hat: Structured Thinking

The Blue Hat emphasizes the importance of process control and organization. Participants learn to structure their thinking, set objectives, and plan the next steps effectively. This is crucial for managing projects and ensuring that discussions lead to actionable outcomes.

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6) WHAT TO LEARN

The Six Hats Activity offers several valuable lessons for HR professionals, enhancing their decision-making, problem-solving, and creative thinking abilities. Here are the key takeaways:

1. Comprehensive Perspective-Taking

Participants learn to view problems and scenarios from multiple perspectives, ensuring a thorough and balanced approach. Each hat represents a different mode of thinking, helping to uncover various facets of an issue that might be overlooked with a singular approach.

2. Enhanced Decision-Making

By systematically analyzing problems using the Six Hats method, HR professionals can make more informed and objective decisions. This activity teaches them to weigh facts, consider emotions, anticipate risks, identify benefits, brainstorm creative solutions, and structure their thinking process.

3. Improved Communication and Collaboration

The activity encourages open dialogue and collaborative thinking. Participants practice listening to and considering diverse viewpoints, fostering a more inclusive and communicative work environment.

4. Flexibility and Adaptability

By switching between different thinking modes, participants become more flexible and adaptable. They learn to adjust their thinking style based on the context and requirements of the situation, which is a valuable skill in dynamic and fast-paced work environments

Practical Applications for HR Professionals:

1. **Conflict Resolution:** Using the Six Hats method to address workplace conflicts can help uncover underlying issues and develop balanced solutions that consider all perspectives.
2. **Employee Engagement:** Applying this approach to improve employee engagement can lead to innovative strategies that are well-received and effective.
3. **Policy Development:** When developing new HR policies, the Six Hats method ensures that all potential impacts are considered, leading to comprehensive and fair policies.
4. **Performance Reviews:** Incorporating diverse thinking styles in performance reviews can provide a more holistic view of employee performance, leading to more accurate and constructive feedback.
5. **Change Management:** Managing organizational change effectively by considering emotional responses, risks, benefits, and creative solutions ensures smoother transitions and higher acceptance rates.

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7) EXTRA MATERIAL - LINKS
Annex 1 (next page)

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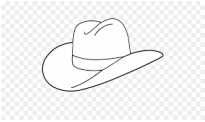
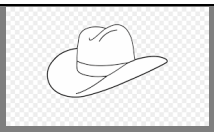
ANNEX I

6 HATS TO FIND A JOB					
					
What are the known facts about the scenario? What data do we have? What information is missing? Where can we find the necessary data? What are the key metrics or indicators relevant to this issue?	How do you feel about this scenario? What is your gut reaction? What emotions does this issue evoke? How might employees feel about this situation? Are there any underlying concerns or anxieties?	What are some alternative solutions? How can we think outside the box to address this issue? What creative approaches can we take? Are there any innovative methods we haven't considered? How can we reframe the problem to find new solutions?	What is our objective for this discussion? What steps should we take next? How should we organize our thoughts and findings? What are the key takeaways from each hat's perspective? How can we ensure effective implementation of the chosen solution?	What are the potential benefits of addressing this issue? What opportunities can arise from this scenario? How can we maximize positive outcomes? What are the strengths of our proposed solutions? What positive impact could this have on the organization?	What are the potential risks associated with this scenario? What obstacles might we face? What are the worst-case scenarios? Why might this plan fail? What are the limitations and weaknesses of our current approach?
ANSWER	ANSWER	ANSWER	ANSWER	ANSWER	ANSWER
FACTS	EMOTIONS	CREATIVITY	PLANNING	OPTIMISM	PESSIMISM

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Example Scenario for Context:

Scenario: Improving Employee Engagement in a Remote Work Environment

White Hat Questions:

- What are the current employee engagement levels?
- How many employees are working remotely?
- What feedback have we received from employees about remote work?
- What are the documented benefits and challenges of remote work?

Red Hat Questions:

- How do employees feel about working remotely?
- What are your personal feelings about remote work?
- Are there any emotional concerns expressed by employees?
- How does the management team feel about the current engagement levels?

Black Hat Questions:

- What are the potential downsides of remote work?
- What challenges could we face in improving engagement?
- Are there any risks associated with the strategies we're considering?
- What obstacles might prevent employees from feeling engaged?

Yellow Hat Questions:

- What are the potential benefits of improving remote work engagement?
- How could higher engagement levels positively impact productivity?
- What opportunities do we have to enhance remote work experiences?
- What strengths can we leverage to boost engagement?

Green Hat Questions:

- What new initiatives can we introduce to improve engagement?
- How can we creatively use technology to connect remote employees?
- Are there any innovative team-building activities we can implement?
- How can we reframe our current strategies to better suit remote work?

Blue Hat Questions:

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- What is our primary goal for this engagement improvement project?
- What steps should we take to implement our chosen strategies?
- How can we measure the success of our engagement initiatives?
- What are the next steps based on our discussion?

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