	KEYWORD + SYMBOL	NOTES

WHITE HAT

This covers facts, figures, information, asking questions, defining information needs and gaps. "I think we need some white hat thinking at this point ..." means "Let's drop the arguments and proposals and look at the data."

RED HAT

This covers intuition, feelings and emotions. The red hat allows the thinker to put forward an intuition without any need to justify it. Usually feelings and intuition can only be introduced into a discussion if they are supported by logic. The feeling may be genuine but the logic might be faulty. The thinker has full permission to put forward his or her feelings on the subject at that moment.

BLACK HAT

This is the logical negative. This is the hat of judgment and caution. It's a valuable hat and the one we use most of the time. It is not in any sense an inferior or negative hat. The black hat is used to point out why a suggestion does not fit the facts, the available experience, the system in use or the policy that is being followed. The black hat must always be logical.

YELLOW HAT

This is the logical positive. Why something will work and why it will offer benefits. It can be used in looking forward to the results of some proposed action but it can also be used to find something of value in what has already happened.

GREEN HAT

This is the hat of creativity, alternatives, proposals, what is interesting, provocations and changes.

BLUE HAT

This is the overview or process control hat. It looks not at the subject itself but at the thinking about the subject. "Putting on my blue hat, I feel we should do some more green hat thinking at this point."

An individual can ask another individual to put on or take off a particular color of hat. For example, if someone is being very negative about an idea the other person might say: "that is great black hat thinking, now let's try some yellow hat thinking." In this way a switch is made immediately and without offense.

WHITE HAT

What information do we have?

What information do we need?

What is missing?

What questions need to be asked?

How do we get this information?

RED HAT

What am I feeling about this?

What intuition or hunches do you have?

What are your range of feelings about this?

BLACK HAT

What doesn't fit?

What are the problems or faults?

What are the potential problems?

What are downsides?

YELLOW HAT

Why might this work?

What value does this have?

What could we do to make this work?

What might make this more attractive to users?

GREEN HAT

What are other ways to look at this?

What are alternatives haven't we considered?

What ideas do you have about this?

How can we fix the Black Hat problems?

BLUE HAT

What is the subject?

What are we thinking about?

What is our goal?

How do we keep our discussion on track?

What conclusions do we have for each hat?