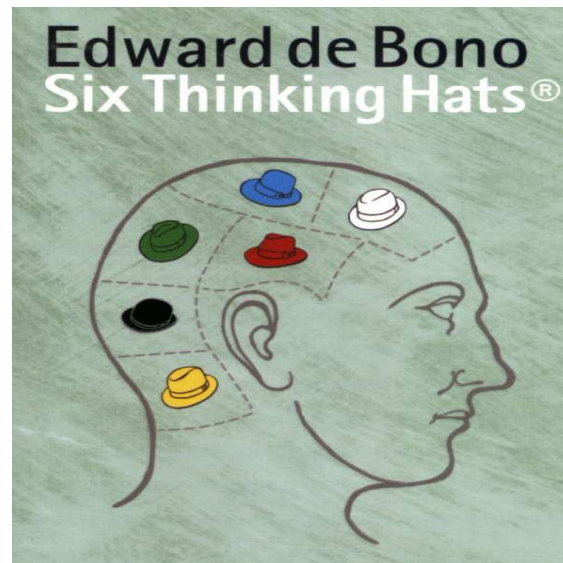


---

# What's up with all the cynicism in IT?

**Learn the Six Thinking Hats method for daily use by  
applying the technique to a useful topic**

---

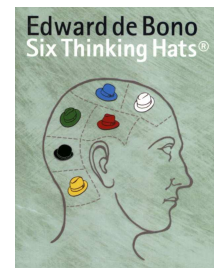


## ■ Rob Brown

- Technical Project Manager at Zühlke Engineering Ltd
- Special interests in people, process and technology

## ■ Background on this idea

- SPA2008
- Thinking about thinking



**What's up with all the cynicism  
in IT?**

Slide 2 of 26  
5 April 2009

# Today's plan



- 
- Cynicism
  - Six Thinking Hats technique
  - 1<sup>st</sup> Group work: Causes?
  - Presentations back to all on technique as well as topic
  - Checkpoint
  - 2<sup>nd</sup> Group work: Effects?
  - Presentations back to all on technique as well as topic
  - 3<sup>rd</sup> Group work: Solutions?
  - Presentations back to all on technique as well as topic

■

**Closing**

---

**What's up with all the cynicism  
in IT?**  
Slide 3 of 26  
5 April 2009

Robert Brown  
© Zühlke 2009

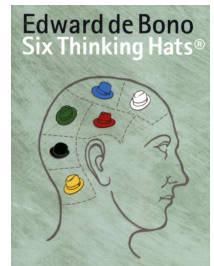
---

## ■ No definition for cynicism??

### ■ Cynic:

- a person who has little faith in the integrity or sincerity of others.
- a sceptic.

## ■ NOT HAPPY WITH DEFINITIONS AVAILABLE, OR, IS THERE A BETTER WORD??



**What's up with all the cynicism in IT?**

Slide 4 of 26  
5 April 2009

# A possibly too harsh definition?

---

## ■ Cynical:

- believing the worst of human nature and motives; having a sneering disbelief in e.g. selflessness of others

# Alternatives to cynical

1. cynicism
2. cynically
3. diogenic
4. misanthropic
5. misanthropical
6. cynic
7. hollow
8. cynicalness
9. hard-boiled
10. jaundice
11. pantagruelism
12. sardonic
13. with cynicism
14. noir
15. parkinson's law
16. arbeit macht frei
17. crabbed
18. distrust
19. doubtful
20. fabliau
21. film noir
22. la rochefoucauld
23. marlowe
24. naysayer
25. patty bouvier
26. pessimism
27. pessimistic
28. philip marlowe

# Parkinson's Law

---



***noun:*** C. Northcote Parkinson's cynical observation that work will expand so as to fill the time available for its completion

---

**What's up with all the cynicism in IT?**

Slide 7 of 26  
5 April 2009

Robert Brown  
© Zühlke 2009

---

# And pause...

**zühlke**  
empowering ideas

---

## ... for reflection

---

**What's up with all the cynicism  
in IT?**

Slide 8 of 26  
5 April 2009

Robert Brown  
© Zühlke 2009

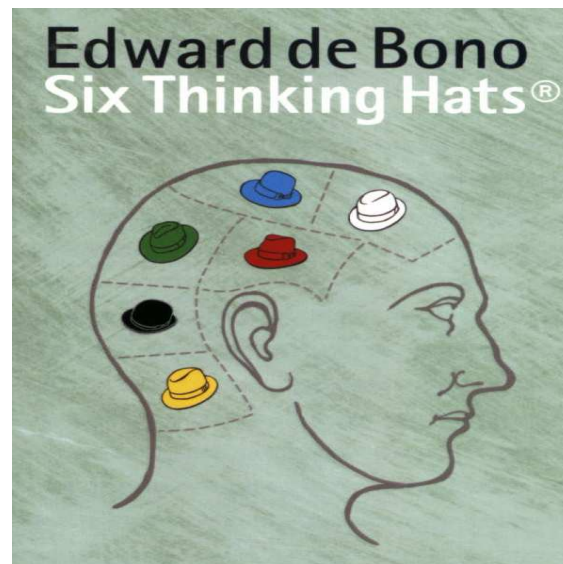
---



---

# Six Thinking Hats by Edward De Bono

---

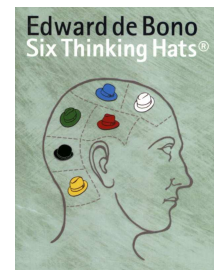


# Who is Dr Edward De Bono?

**zühlke**  
empowering ideas



- **One of the leading authorities**
  - in field of creative thinking and the direct teaching of thinking as a *skill*
- **“lateral thinking”**
  - treats creativity as the behaviour of information in a self-organising information system - such as the neural networks in the brain
- **Community improving projects**
  - Youth programs everywhere
- **62 books**
  - Translated into 37 languages
  - Invited to lecture in 54 countries

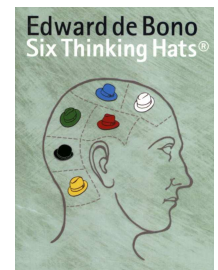


**What's up with all the cynicism in IT?**

Slide 10 of 26  
5 April 2009

# Broad overview of Six Thinking Hats

- Based on Edward's experience in medicine and the way chemicals in the brain sensitise certain circuits according to different moods
- Used singly to request a type of thinking, or in a sequence to explore
- Participants associate the coloured hats with key words and questions that direct, redirect, and sequence their thinking
- Six Thinking Hats enables problem solvers to focus on separate thinking skills, and then combine them to gain a complete perspective
- Not physical hats!!!!

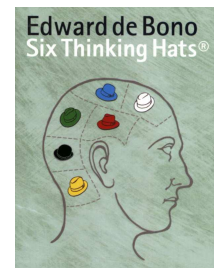


**What's up with all the cynicism in IT?**  
Slide 11 of 26  
5 April 2009

# Six Thinking Hats apply in many situations

**zühlke**  
empowering ideas

- **Publicity as a method to increase productivity for business meetings, especially where solutions are being sought**
- **Because:**
  - Method seeks information from multiple aspects
  - Solution “emerges”
- **Actually can be applied in any group of people**
- **As well as “solo”!**
  - for solutions to anything and everything
  - self-reflection
- **Hence is valuable and compatible for:**
  - Agile project management processes, eg Retrospectives
  - Software engineering
  - Consulting



**What's up with all the cynicism in IT?**

Slide 12 of 26  
5 April 2009

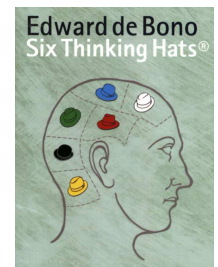
# Why bother?

---

## ■ Modus Operandi

### ■ People get “set in their ways”

- Problem analysis
- Solution finding



---

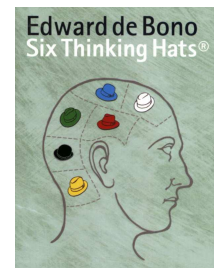
**What's up with all the cynicism  
in IT?**

Slide 13 of 26  
5 April 2009

# Six Thinking Hats helps in

**zühlke**  
empowering ideas

- Allowing to say things without risk
- Creating awareness that there multiple perspectives on the issue at hand
- “Changing gears”
- Establishing rules for the game of thinking
- Focussing thinking
- More creative thinking
- Improving communication
- Improving decision making



**What's up with all the cynicism in IT?**

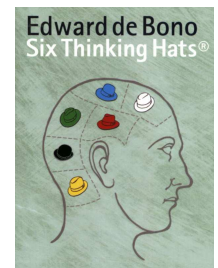
Slide 14 of 26  
5 April 2009

# White Hat

## Information available and needed



- *Think of paper*
- *Think of a computer printout*
- *The white hat is about information, neutral and objective*
- *When the white hat is in use, everyone focuses directly and exclusively on information*
- *It stands for facts and figures*
- *It is for truth and philosophers*
- *Identify what is known/what else must be known*



**What's up with all the cynicism in IT?**

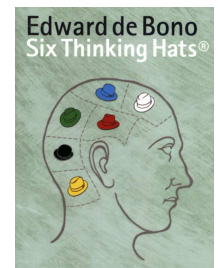
Slide 15 of 26  
5 April 2009

# Red Hat

## Feelings and hunches



- *Think of seeing red*
- *Think of fire*
- *Think of feelings*
- *Intuition*
- *Individual basis always*
- *Using the red hat gives you an opportunity to express feelings, emotions and intuition without any need to explain or justify them*



**What's up with all the cynicism in IT?**

Slide 16 of 26  
5 April 2009

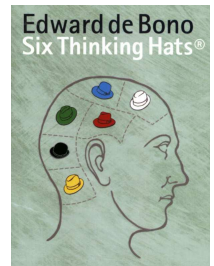


# Black Hat

## Caution, difficulties & problems



- *This is the most used of all the hats*
- *The black hat is perhaps the most important hat*
- *The black hat is sombre and serious, the hat of caution. It is for being careful*
- *The black hat stops us doing things that are illegal, dangerous, unprofitable, polluting and so on*
- *It focuses on content and process. It is the past and the future*



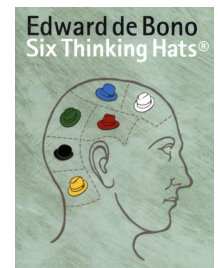
What's up with all the cynicism  
in IT?  
Slide 17 of 26  
5 April 2009

# Yellow Hat

## Benefits & values



- *Think of sunshine, positivity, optimism*
- *Under the yellow hat a thinker deliberately sets out to find whatever benefit there may be in a suggestion*
- *Under the yellow hat, the thinker tries to see how it may be possible to put the idea into practice*
  - *It also stands for speculative-positive thinking strategies. It encompasses the positive spectrum of circumstances and of ideas. The yellow hat is also supported by reason and logic. It is for constructive thinking*
- *Thus, it is in relation to creativity, hope, positive thinking*



**What's up with all the cynicism in IT?**

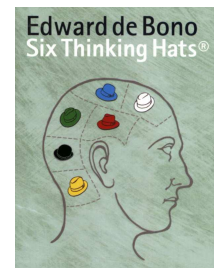
Slide 18 of 26  
5 April 2009

# Green Hat

## Alternatives & creative ideas



- *The green hat is the energy hat*
- *Think of abundant vegetation and fertile growth*
- *Is the ultimate creative hat, new ideas*
- *It is the lateral thinking of the brain*
- *Focuses on movement instead of judgement, possibilities*
- *There is a need for provocation to encourage more alternatives (“po”), be quiet or add*
- *The green hat’s major emphasis is on personality and skill (“entrepreneurs”)*



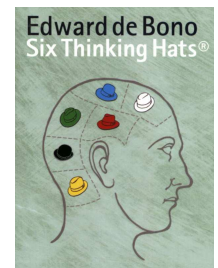
What's up with all the cynicism  
in IT?  
Slide 19 of 26  
5 April 2009

# Blue Hat

## Managing the thinking process



- *Think of cool and the blue sky above*
- *Think of “overview”*
- *Blue hat is for control, map maker, for organising thinking, use of other hats*
  - *AKA “facilitator”*
  - *Blue hat is like the conductor of the orchestra. The conductor gets the best out of the orchestra by seeing that what should be done is done at the right time. The blue hat is like the ringmaster of a circus. The blue hat is for the management of thinking. The blue hat is for the organization of thinking. It is for process control. It gives us the focus. It provides the program design of our brain. It speaks about summaries and conclusions, control and monitoring*



**What's up with all the cynicism in IT?**

Slide 20 of 26  
5 April 2009

# Group work sessions...

---



1 minute per member of group per sequenced hat use

Groups of ?4?

Questions?

---

**What's up with all the cynicism  
in IT?**

Slide 21 of 26  
5 April 2009

Robert Brown  
© Zühlke 2009

---

# Group work 1: Cause(s)?

---

**zühlke**  
empowering ideas

**Work: 25 minutes**

**Feedback: 10 minutes**

---

**What's up with all the cynicism  
in IT?**

Slide 22 of 26  
5 April 2009

Robert Brown  
© Zühlke 2009

---

# Group work 2: Effect(s)?

**zühlke**  
empowering ideas

---

**Work: 25 minutes**

**Feedback: 10 minutes**

---

**What's up with all the cynicism  
in IT?**

Slide 23 of 26  
5 April 2009

Robert Brown  
© Zühlke 2009

---

# Group work 3: Solution(s)?

---



**Work: 25 minutes**

**Feedback: 10 minutes**



# Closing...

**zühlke**  
empowering ideas

---

**What's up with all the cynicism  
in IT?**

Slide 25 of 26  
5 April 2009

Robert Brown  
© Zühlke 2009

---

# More info – Amazon Links

zühlke  
empowering ideas

---

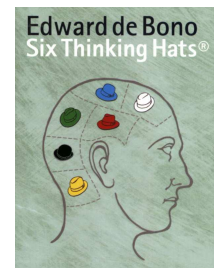
[Six Thinking Hats](#)

[Lateral Thinking](#)

[Agile Retrospectives: Making Good Teams Great](#)

[Design Methods \(Architecture\)](#)

[The Secrets of Consulting: A Guide to Giving and Getting Advice Successfully](#)



**What's up with all the cynicism  
in IT?**

Slide 26 of 26  
5 April 2009

---

Robert Brown  
© Zühlke 2009