

Climate Action

Six hats for thinking on change



Systways

Six hats for thinking on change¹... at a glance

Questions

When we start a process of social or organisational change, we need to take a bit of a bird's eye view and take an initial look at a certain issue "X" in the current context:

- What information, data and facts do we know about it?
- How do we feel about it?
- What is the negative part about it?
- What is good about it?
- What new, creative, alternative or even crazy ideas do we have about this?
- In short: What are our key takeaways?
How are we today and how do we want to be in 5 or 10 years' time?

The same questions can be used for any issue, situation or problem we want to address.

At a glance

This tool is key to raise awareness of the importance of a change process we are working on or we are going to start. To open up the sensors, the 6 thinking hats tool can be used.

1. Orientation of the creative thinking process
2. Opening with the blue hat indicating the central theme.
3. Development of the exercise with the white, red, grey, yellow and green hats
4. Conclusions, exchange of perceptions about the exercise.

Fields of application

- Social and environmental change
- Change management
- Diagnosis
- Perceptions
- Solution focus

Output

- Rapid approach to key issues related to climate change and local sustainable development (or any other topic who would like to explore)

Participants

- From 3 to 30 persons (face-to-face)
- Up to 100 (online)

Time required

- From 100 to 120 minutes

Setting

- If there are a maximum of 12 participants, you can work in a single plenary group.
- If there are more than 12 participants, work in 2 or 3 groups with the support of facilitators from the same group who are previously familiar with the tool.

Space or other requirements

- 6 panels, boards, flip chart or a large wall.
- Chairs
- Enough space for the group to move around and change perspective.

Materials

- A paper or cloud with the generative topic
- One hat per participant.
- Cards with the generator questions for each hat.
- One ribbon of each colour per participant: blue, white, red, grey, yellow, green.
- 2 cards of each colour per participant: light blue, white, pink, grey, yellow, green.
- Permanent markers
- Maskingtape

¹ This tool is based on "Seis Sombreros para Pensar" de Edward de Bono





The methodological process... step by step

Expected change

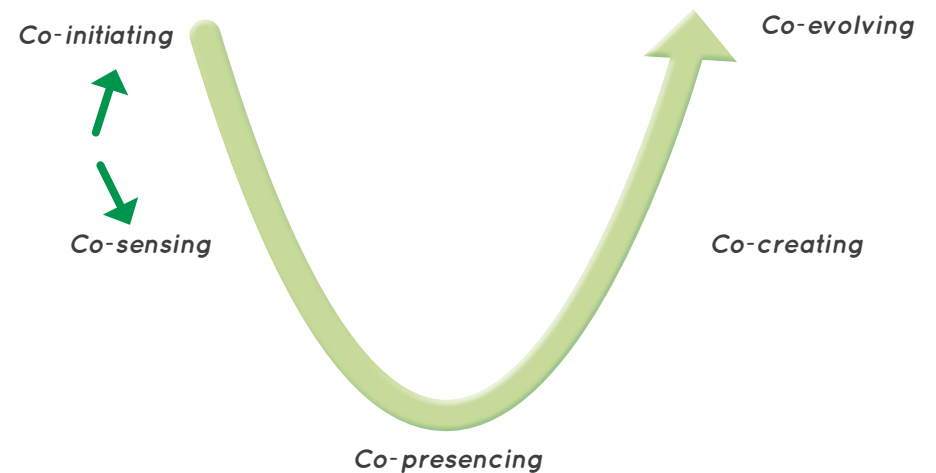
What do we hope to achieve with this tool?

Participants

- open their sensors for change,
- share their perceptions of the issue from different different perspectives,
- gain a greater sense of ownership of the importance and urgency of change in relation to the issue
- have a simple tool for replication with other key actors or stakeholders and/or in different areas of change.

This tool within the U

This tool is very useful to connect with the overall theme or to go deeper so it can be used both in the co-initiating and co-sensing phase.





Recommendations

To ensure that the exercise produces the desired effect, please, follow these recommendations:

- Always work with all 6 hats.
- Each hat represents a role, an important function, so that the reflection process is not only incomplete, but can even have a negative effect if we skip or omit some of the hats.
- Follow always the order of the hats. There is a logic behind.
 - Blue hat to open
 - White hat
 - Red hat
 - Grey hat
 - Yellow hat
 - Green hat
 - Blue hat to build the agenda and close
- Participants tend to use a certain hat or come up with emotions, so you need to emphasize on the hat you are working on.
- It is important to work with the red and grey hats at the beginning in order to carry out the catharsis, to unburden the emotions and frustrations and then focus on the solution, the new ideas that are synthesised at the end.
- It is important that all participants have the same number of cards in order to balance participation and ensure that everyone's contributions are included.
- Originally, Edward de Bono used the colour black for the negative aspects. In some cultural contexts, the colour black has a different kind of connotation than in Western philosophies. In some indigenous populations, black is associated with peace, rest, in other words, it is given a rather positive connotation. Moreover, in increasingly inter cultural spaces, linking the colour black with negative aspects can reinforce racist connotations. This is why we opted for the colour grey.
- This tool can be used as an initial exercise to **introduce any topic or process where you want to reflect on an issue and develop changes or new ideas.**



Step 1: Exercise guidance

The facilitator prepares by reviewing the six thinking hats tool. She/he can also use the slide presentation "Six Thinking Hats".

Step 2: Opening with the blue hat indicating the topic

The facilitator starts the six thinking hats tool by indicating with the blue hat the thought-provoking topic, e.g. in our case this might be one of the following topics:

- Climate change and forest
- Climate change and water
- Climate change and agriculture
- Climate change and responsible consumption
- Climate change and energy
- Climate change and migration
- Climate justice, etc.

Step 3: Development of the exercise with the white, red, grey, yellow, green and blue hats

Carry out the round for each of the 5 hats in the following order and with the respective generative questions.

Each participant has 1 to 2 cards per hat to ensure fairness in participation. Preferably the cards should be of a similar colour to the hat.

- | | | |
|-------------------|---|--|
| White hat | ⇒ | What information, what data, relevant facts do we know about the issue? |
| Red hat | ⇒ | How do we feel about it? |
| Grey hat | ⇒ | What is wrong with this issue? |
| Yellow hat | ⇒ | What is good about this issue? |
| Green hat | ⇒ | What new, crazy, creative ideas are emerging?
What alternatives can we come up with about this issue? |
| Blue hat | ⇒ | How are we doing today and
How do we want to be in 5 or 10 years from now? |



Step 4: Conclusions, exchange and perceptions about the exercise

Once we have finished with the blue hat, the facilitator will give a brief summary of the journey through each of the hats.

Step 5: Documentation

The facilitator or one of the participants will synthesise the contributions of each hat and group the crazy ideas together. These will be taken up, for example, for the selection of actions, prototypes or project ideas later on.

Applications

This tool is useful in any meeting or working session where we want to find solutions to an issue, problem or situation. We do not need to have hats for it, but simply address the questions in the order indicated. In large groups, it is recommended to sub-divide into smaller teams.





Blue hat
Climate change
and
forest

White hat

What information, what data, what relevant facts do we know about it?

Red hat

How do we feel about it?

Grey hat

What's wrong with this?

Yellow hat

What's good about it?

Green hat

What new, crazy, creative ideas, what alternatives can we come up with?

Blue hat

Where are we today?
How do we want to be in 5 or 10 years' time?

Sources:

-  de Bono, Edward
Seis sombreros para pensar.
-  Rodríguez, José Ricardo.
Presentación de diapositivas "Seis sombreros para pensar"
GIZ Nicaragua / Fondo de Gobernabilidad Democrática
Managua, Nicaragua. Febrero 2012.

Elaboration:

Elaboration and translation:	Rita Muckenhirn
Translation:	---
Design and digramation	Rita Muckenhirn
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Contacts

La Cuculmeca Jinotega, Nicaragua

Teléfono +505 2 782 3578
Teléfono +505 2 782 3579
Email info@cuculmeca.org
www.cuculmeca.org

Astrid Herrera
astrid.herrera@cuculmeca.org

Klingenstein Solingen Solingen, Alemania

Teléfono + 49 (0)212 / 290 3409 8
Teléfono + 49 (0)212 / 290 743409
www.solingen.de

Sofia Thives-Kurenbach
Relaciones Internacionales /
Planificación Estratégica
Móvil +49 (0)151/72114108
Email s.thives-kurenbach@solingen.de

Rita Muckenhirn/systways Facilitadora y asesora

Móvil +49 (0)162 159 0092 23
Email info@systways.com
Email rita.muckenhirn64@gmail.com
Skype [rita.muckenhirn](https://www.skype.com/name/rita.muckenhirn)
www.systways.academy

Asociación „Amistad con Jinotega“ Solingen, Alemania

Hans Wiertert-Wehkamp
Teléfono +49 (0)176 12307830
Email h.wiertert-wehkamp@fsi-forum.de

Sophia Merrem
s.merrem@fsi-forum.de
www.solingen-jinotega.de



Solingen

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Die Landesregierung
Nordrhein-Westfalen



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What is the Systemic Toolbox?

Dear reader:

This methodological tool is part of the Systemic Toolbox with the aim of “tropicalising”, systematising and disseminating the systemic approach in our different local and global contexts in an interactive way.

In using this tool, we would like to ask you the following:

- quote the sources when you use it or you build on it,
- give us feedback on its usefulness,
- send us your impressions, comments, suggestions or contributions to improve the next edition or simply to know how their reading and/or use helped you.

Thank you

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