

Los 6 sombreros de pensar de Edward de Bono

Recordatorio: son las palabras del autor que más me han marcado. Destaco las siguientes citas.

- Background thinking is for routine coping. Deliberate thinking is for doing better than just coping. Everyone can run, but an athlete runs deliberately and is trained for that purpose.
- Reactive thinking, you are looking for signals and reacting to them.
- There will need to be initiative and plans and actions. These are not going to come from reactive thinking.
- Operacy: the skill of doing. CoRT thinking.
- Your thinking will follow the motions. The intention is not enough you must go through the motions.
- People are remarkably complacent about their thinking because they cannot conceive how it might be improved.
- Is it a fact or a likelihood ? Is it a fact or a belief ? Are there any facts ?
- White hat thinker: no longer tries to sneak in statements in order to win arguments. There develops or an explorer who notes carefully the different fauna and flora without any notion of a further use for them. White thinking that does not permit the expressions of opinion (though may permit the reporting of the expressed opinion of others). This is because opinion is based on judgment, interpretation and intuition.
- The purpose of the meeting is to listen
- A statement is true because my personal experience is based on it, so it has become a fact.
- When we come across the first black swan, the statement "all swans are white" becomes untrue. Unless we choose to call the black swan something else. Now it becomes a matter of words and definitions. If we choose to keep whiteness as an essential part of the definition of a swan, then the black swan is something else. If we drop whiteness as an essential part of the definition, then we can include the black swan and we vase the definition of a swan on other features. It is the design and manipulation of such definitions that is the essence of philosophy.
- First tier contains checked and proven facts, the second tier contains facts that are believed to be true but have not yet been fully checked.
- With red hat thinking you can play the part of that emotional thinker who reacts and feels rather than proceeding from a rational step to the next. Red hat thinking doesn't have to justify its emotions.
- Yet any good decision must be emotional in the end. Our choice of route is determined by values and emotion. I shall return to this point later.
- Black hat thinking is negative but it's not emotional. It points out what is wrong. Facts are provided under white hat thinking, but challenged under black hat thinking. The intention of the black hat thinker is not to create all possible doubt, as a defending lawyer does in court, but to point out weakness in an objective manner. It is also the

duty of a black hat thinker to point out the risks, dangers, shortfalls and potential problems that might arise in the future.

- We can always be certain about the past- even though we cannot always be certain that a particular lesson from the past applies to a particular situation today. With the future we have to be speculative.
- The black hat thinker is virtually saying: " I have this negative view. It is up to you to convince me that I am wrong.
- Most negative questions can be put forward equally well in the form of: "I see danger that..."
- 1. It is a mapmaking rather than an argument situation, 2. Acknowledge the negative but to offer a parallel view that is unlikely to be the case, 3 acknowledge the danger ppend to put forward the proposed response, 4. deny the validity of the danger, 5.offer and alternative view and to place it alongside the black hat view.
- Offering a constructive idea does not provide any achievement until someone likes the idea or you can show that it works (which takes time).
- Criticizing is very easy because all the critic has to do to choose a frame of judgement and then show how he proposal does not fit that particular frame.
- Black hat thinking "yes but..."
- The idea may be workable in the abstract but not in the practice. Once it has been established that the idea is workable, black hat thinking can seek to improve the idea by pointing out the faults.
- Black hat thinking is not concerned with problem solving-only with the pointing out the problem.
- It may not happen, but we have to be ready.
- The emphasis of yellow hat thinking is on exploration and positive speculation. We set out to find the possible benefits. Then we seek to justify them. This justification is an attempt to strengthen the suggestion.
- The thinker is his or her own expert and must produce ideas
- No, we are not ready to switch into black hat thinking. I do not believe we have exhausted all possible suggestions. Yes, we do intend to bring in experts and consultants, but let us first establish some possible directions. So it's more yellow hat constructive thinking for the moment.
- Yellow hat thinking: pure opportunity thinking. It goes beyond problem solving and improvement. People are forced to solve problems but no one is ever forced to look for opportunities.
- Speculative thinking must always start off with the best possible scenario.
- Vision can set a goal which there is little hope of reaching.
- Logical and practical at one end to dreams, visions and hopes at the other end.
- We move forward for an idea or from and idea.
- As soon as they have an answer to a problem, the stop thinking.
- We have a perfectly adequate way of doing something, but that does not mean there cannot be a better way. So we set out to find an alternative way. This is the basis of any improvement that is not fault correction or problem solving.
- Changing mask is easier than changing faces.
- So it is part of the creative process to shape the idea so that it better fits the need.

- In the end if there is no enthusiasm for an idea, it is unlikely to succeed no matter how good it might be.
- There is a need to go beyond the known and the obvious and the satisfactory
- Careful attention to the framing and focus of a question is an important aspect of blue hat thinking.
- The blue hat thinker holds up a target and says "This is it. Shoot in this direction"
- PISCO (purpose, input, solutions, choice operation)
- The blue hat thinker is not driving the car, he is watching the drive and the route that is being taken.
- Blue hat thinker gives an overview of what has been happening and what has been achieved.
- Blue hat thinking makes sure that the rules of the game are observed. This discipline.
- We are using the map mode and not the argument mode. If you have different points of view, just note them. Don't try to prove that yours is right and the other one is wrong.
- Blue hat thinking is responsible for summaries, overviews and conclusions.
- Blue hat thinking is the conductor of the orchestra.
- The thinker seeks to move forward from an idea in order to reach a new idea.

Referencias a otros libros y autores:

Autor: Edward de Bono

- ❖ The Mechanism of mind.
- ❖ Po: Beyond Yes and No.
- ❖ Lateral Thinking for management.
- ❖ Lateral thinking.
- ❖ Practical thinking.
- ❖ Tactics: The Art and Science of Success.
- ❖ Conflicts.