

Thinking Hats Profiles

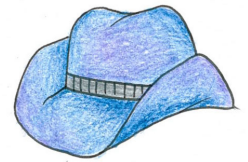
Teenagers

- * Aged 13 to 18
- * Has lived in the area most of their lives
- * Goes to school and works at a local businesses
- * Parents are busy so has to walk everywhere
- * Enjoys using time walking to catch up with friends both in person and on phone
- * Thinking Hat: Yellow (Positives and benefits)



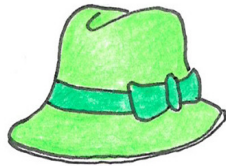
Single professional

- * Aged 40 to 45
- * Does not have kids
- * Has a car but generally only use it on the weekends
- * Mainly uses public transport but is frustrated by punctuality
- * Has a bike but doesn't often use it because they think the local bike lanes are insufficient
- * Thinking Hat: Blue (Processes and control)



Parents of teenagers

- * Aged 45 to 50
- * Has embraced a sustainable lifestyle
- * Does not have a car, instead ride bicycles every where
- * Would like to see more money spent on getting more people using active travel
- * Thinking Hat: Green (Creativity and alternatives)



Elderly couple

- * Aged 75+
- * Has grown up kids
- * Has moved to a small apartment
- * Has sold their car
- * Poor health means they rely on the bus
- * Concerned about bus safety
- * Worried about bus prices rising in the future
- * Thinking Hat: Black (Negatives and caution)



Young couple

- * Aged 25 to 35
- * No kids
- * Lives just outside the town centre
- * No car but relies on car sharing apps to get around
- * Owns a business in the centre of town that relies on a lot of passing traffic
- * Thinking Hat: White (Facts and figures)



Parents of young children

- * Aged 30 to 35
- * Has younger children at local kindergartens and primary schools
- * Has two cars
- * Kids do lots of after school activities
- * Time and convenience are the biggest barrier to them walking or biking more
- * Thinking Hat: Red (Intuition and emotion)



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About the Thinking Hats

White Hat - Finding out the facts. With the White Hat you focus on the data available. Look at the information you have, and see what you can learn from it. Look for gaps in your knowledge, and either try to fill them or take account of them. This is where you analyse past trends, and try to extrapolate from historical data.

Red Hat - Our thoughts and feelings about the topic. 'Wearing' the Red Hat, you look at problems using intuition, gut reaction and emotion. Also try to think how other people will react emotionally. Try to understand the responses of people who do not fully know your reasoning.

Black Hat - What are the negatives or what are the problems that may arise? Using Black Hat thinking, look at all the bad points of the decision. Look at it cautiously and defensively. Try to see why it might not work. This is important because it highlights the weak points in a plan. It allows you to eliminate them, alter them, or prepare contingency plans to counter them. Black Hat thinking helps to make your plans 'tougher' and more resilient. It can also help you to spot fatal flaws and risks before you embark on a course of action. Black Hat thinking is one of the real benefits of the thinking hats technique, as many successful people get so used to thinking positively that often they cannot see problems in advance. This leaves them under-prepared for difficulties.

Yellow Hat - What are the positives? The Yellow Hat helps you to think positively. It is the optimistic viewpoint that helps you to see all the benefits of the decision and the value in it. Yellow Hat thinking helps you to keep going when everything looks gloomy and difficult.

Green Hat - What are the alternatives? The Green Hat stands for creativity. This is where you can develop creative solutions to a problem. It is a freewheeling way of thinking, in which there is little criticism of ideas. A whole range of creativity tools can help you here.

Blue Hat - Thinking about the thinking. The Blue Hat stands for process control. This is the hat worn by people chairing meetings. When running into difficulties because ideas are running dry, they may direct activity into Green Hat thinking. When contingency plans are needed, they will ask for Black Hat thinking, etc.