

Thinking Hats Profiles

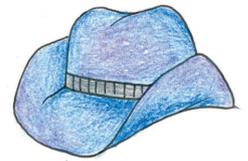
Local tourism operator

- * Has lived in the area most of their lives
- * Operates a tourism business in the local area
- * Needs access to the local environment to keep business going, but needs local environment to be cared for because that's what tourists want
- * Thinking Hat: Yellow (Positives and benefits)



Local council

- * Has just moved to the area to work with the council
- * Has an obligation to protect local environment
- * Must also comply with state and federal environment and planning laws
- * Interested in protecting and creating local jobs
- * Thinking Hat: Blue (Processes and control)



Kid from local school

- * Has lived in the area all their life
- * Has a strong connection to the local environment and is worried about the future
- * Is too young to vote but would like to see more laws protecting the environment
- * Thinking Hat: Green (Creativity and alternatives)



Local business owner

- * Recently moved back to the area to take over the family business
- * Employs a range of local people and would like to expand business in the future
- * Is happy with the way things are and doesn't want to see big changes in the community
- * Thinking Hat: Black (Negatives and caution)



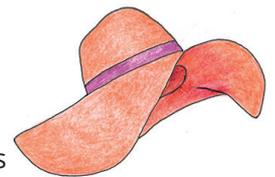
Young professionals

- * Have just moved to the local area
- * Love the area for the access to the natural environment
- * Thinking of buying a house in the area in one of the new developments
- * Are thinking about starting a family and staying in the area
- * Thinking Hat: White (Facts and figures)



Protester/activist

- * Has moved to the area in the last few years
- * Moved here for the access to the environment
- * Has a job in a local business
- * Has had a life-long love of the natural environment
- * 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.