

Mining the Gold

How to Maximize Your Impact and Influence by Listening and Looking

The Six Hats



The Six Glasses



The Five Senses of Looking



One's success in business depends on how one thinks plus their ability to imbed that "thinking" into another. Sometimes people can't get out of their own way to do either well. It can be over-whelming. Maybe, we try to convey too much at once.

From emotions to basic information, from creativity to logical perception—it can feel like we are juggling too many ideas to communicate. From the big picture to pinpointing insights and analyzing significant details; from uncovering potential opportunities for growth; to revealing personal biases that distract and disempower us—we all could benefit from experiencing new ways to communicate for impact and influence...on the way to better connectivity.

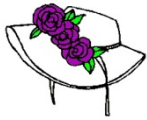
"Leadership is a two-way street, loyalty up and loyalty down. Respect for one's superiors; care for one's crew. You don't manage people; you manage things. You lead people."

—Grace Murray Hopper, Admiral (Ret)



Six Thinking Hats

Dr. Edward De Bono (*Six Thinking Hats*) said, “*thinking* is the ultimate human resource.” He explored how people think differently. By using his six descriptions of thinking, everyone’s contribution to a discussion is appreciated and their knowledge nuggets harvested for future use.



The White Hat—Provable Facts & Figures

Gives the facts and figures, defines with information, and asks lots of questions—gives a neutral objective look at the data. Be careful not to add any interpretation when asking your question. Ask for specifics, not generalized beliefs. Think Walter Cronkite—just the facts, just the facts.
Asks: *What information and resources do we need to address this properly?*



The Red Hat—Hunches & Intuitions

Expresses and legitimizes emotions, intuition, hunches, and feelings. Used to express authentic emotion on an issue without the need to justify with facts. Making room for emotions makes good sense, especially during decision-making opportunities.
Asks: *How do people feel about this? Let’s explore it as it seems to matter to you or others.*



The Black Hat—Critical Judgment

Provides the past and future context, caution, and logic. Often appears to be in a negative position when really providing suggestions for why something may not work—provides a “risk assessment,” judgment with caution. Seems pessimistic in tone.
Asks: *What are the lessons learned from past experiences? Why “it” might not succeed, the risks to its success?*



The Yellow Hat—Future with Optimism

Seeks a positive, yet speculative, a position through logic and constructive thinking. Searches for why something will work and reveals potential benefits, full of possibility—provides logical feasible actions. Constructive thinking for making things happen explores the future.
Asks: *Why is this valuable? Why do we think it could happen? If “IT” happens—then what?*



The Green Hat—Creativity & Imagination

Thinks creatively about alternative actions. Provides provocative ideas and proposals, new ideas and creative thinking. Focuses on change, knowingly offers new ideas, in non-linear ways. Consider lessons learned for how the company works now and better ready for a change.
Asks: *What else is possible? What might be an alternative?*



The Blue Hat—Controls & Organizes

The conductor or manager of the thinking process exhibited by the other five types—controls and organizes the thinking process. Runs the show to define issues and topics for dialogue, harvests ideas, review conclusions, and summarize next steps for now and what’s next in the future.
Asks: *What have we achieved and what’s next?*

“I always say to myself: What is the most important thing we can think about at this extraordinary moment?” —Buckminster Fuller



Six Glasses

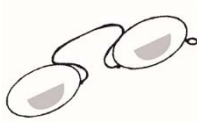
Inspired by Edward de Bono's *thinking* method, James H. Gilmore (*Look*) has created a unique and useful tool to support one's ability to perceive and support multiple ways to shift points of view. What we see determines actions we are willing, or not, to take AND alters the meanings we add to everything.



Binoculars— *Surveying & Scanning*

Pick a vantage point to better observe overall scene. Takes place a distance from what's being observed, scans for what might be noteworthy. Set priorities for use by other glasses.

Asks: *What, if anything, have we missed?*



Bifocals— *Comparing and Contrasting*

Use to alternatingly look between two contrasting views and directions. Seek to uncover various levels and layers of significance. Look to discover info not seen—trigger new thoughts, excite action. Everything seems same—in the moment or as before.

Asks: *What is an opposing point-of-view? What is each step, from end to beginning?*



Magnifying Glasses— *Pausing and Pinpointing*

Examine a particular feature in more detail. Spot something to be seen inside the overall scene. Look to pinpoint a main point, both instinctively and intentionally. Use when sensing something unusual or unique about circumstances you're in.

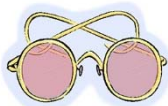
Asks: *What do you want to know but haven't? What may be the most critical or compelling?*



Microscope—*Scrutinizing and Studying*

Use to look around for more and greater details. Deepens the examination of the detail. Look around the detail. Look every which way you can—there is always more to see. Consider everything as potentially relevant.

Asks: *What else to look at, nearby, for more details or possible effects?*



Rose-Colored Glasses— *Enhancing and Enriching*

Look past readily apparent "flaws" to observe potentials and opportunities that could be or may be there. Envisions some idealized state, not just the current state, as something better than it actually is. Nothing is dismissed as unimportant—sees failure is a resource.

Asks: *What could have/make XYZ better? What are the hidden opportunities?*
?



Blindfold— *Looking at Looking*

Use to recall and look, similar to a meta-observation. Reflect upon and recall what was seen (or not seen). Pick out features that matter most. Seek why and how something was missed or mistaken.

Asks: *Looking back at end of the day/event OR after completing a task...what stands out?*

"You can observe a lot just by watching." Yogi Berra



Scenarios



6 Glasses



6 Hats

Investigating a Problem	Problem Solving
<ul style="list-style-type: none"> • <i>Magnifying</i>: Try to immediately spot the cause of the problem. • <i>Bifocal</i>: Look for a polar opposite cause. • <i>Microscope</i>: Closely look nearby for other possible causes. • <i>Blindfold</i>: Consider where you have not looked. Repeat as often as necessary. 	<ul style="list-style-type: none"> • Blue: State the problem to solve. • White: What could be causing the problem? • Green: Generate ideas to solve the problem. • Red: Choose the best ideas. • Yellow: What are the benefits of each idea? • Black: What are the weaknesses of each idea? • Green: Ideas to overcome the weakness. • Blue: What do we need to do, by when?
Deciphering a Process	Process Improvement
<ul style="list-style-type: none"> • <i>Binoculars</i>: Find a vantage point and scan the process from a distance. • <i>Magnifying</i>: Pinpoint the step that looks most critical. • <i>Microscope</i>: Examine every step in detail from beginning to end. • <i>Rose-colored</i>: Look at the process better than it actually is. • <i>Bifocal</i>: Examine every step, from end to beginning. 	<ul style="list-style-type: none"> • Blue: State focus as process improvement. • White: Review the current process. • White, POV: What are Other People's Views on the process? • Yellow: What's working well with the process? • Black: What are the weaknesses? • Green: Generate ideas to overcome the weakness. • Red: Choose most appropriate ideas. • Blue: Decide on next steps.

"There may be no single thing more important in our efforts to achieve meaningful work and fulfilling relationships than to learn and practice the art of communication." —Max De Pree

"Your view of the future shapes your actions today, and your actions today shape your future."
—Daniel Burrus

