

The white hat

Data, facts & information What we know, and what we ought to find out



The red hat

Feelings, reactions + vibes How we feel: gut instincts honest emotions, intuition





The blue hat

Manages the process Listens, directs attention, integrates, moves forward



The green hat

Creativity & surprise Alternatives, reframing, out-ofthe-box ideas, what-ifs



The yellow hat

Sunshine & positivity Optimism, possibilities, upsides, potential



The black hat

Caution & skepticism Dangers, threats, risks, drawbacks, worst-case scenarios

A concept by Edward de Bono, 1985.

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Wolfgang Guggemos

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