

Thinking about Thinking II

A Experiment in Thinking with
Joel Barker's Implications Wheel®
and
Edward de Bono's Six Thinking Hats®



Both processes encourage creative thinking and seek to avoid the "nay-saying" that can kill ideas.

Both methods are helpful to visual learners and kinesthetic learners.

Training and facilitation are needed for both techniques.

Both tools are applicable in a variety of ways.

“Thinking about Thinking I” is a detailed comparison of the common characteristics and focused differences among Edward de Bono and Joel Barker thinking tools. The examination concluded that there are significant similarities in the techniques that include the use of rules, focus, and time to generate effective thinking. The differences that did exist were more on purpose or application.

At the end of “Thinking about Thinking” I suggested that an interesting experiment would be using a Barker and a de Bono technique in an experiment “thinking” about the same subject. “Thinking about Thinking II” is the report of an experiment using de Bono’s Six Thinking Hats® and Joel Barker’s Implications Wheel®.

The experiment involved eighteen 2nd year MBA students enrolled in a Human Resources for General Managers course. 90% of the students were working professionals, most with a professional background outside business, i.e., engineering. Two HR class-related topics were chosen for the experiment:

- **Implementing a new hiring strategy.**
- **Increased absenteeism in the workplace.**

One group of nine students would meet for three hours, first doing a Six Thinking Hats® session on “Implementing a New Hiring Strategy,” then doing an Implications Wheel® session on “Increased Absenteeism in the Workplace.” The second group, meeting separately would first do an Implications Wheel® session on “Implementing a New Hiring Strategy,” followed by a Six Thinking Hats® session on “Increased Absenteeism in the Workplace.”

Each of these sessions would be heavily facilitated in order to ensure that the process was being correctly followed in each case.

| Group | Method | Six Thinking Hats® | Implications Wheel® |
|-------|--------|---|---|
| 1 | | <i>Implementing a New Hiring Strategy</i> | <i>Increased Absenteeism in the Workplace</i> |
| 2 | | <i>Increased Absenteeism in the Workplace</i> | <i>Implementing a New Hiring Strategy</i> |

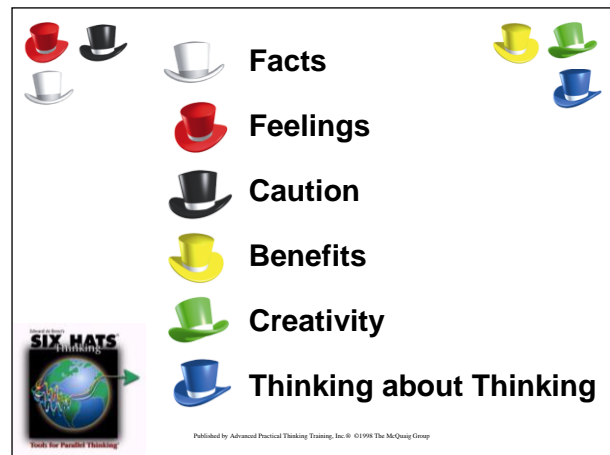
In this analysis, I will present some brief background on the two processes being compared here. However, most of the detail appears in the original “Thinking about Thinking I” analysis. After briefly over viewing the processes, the detailed results of the experiment are included – without evaluation. I would like to give interested readers the opportunity to compare the results on their own. I will conclude with the observations from the participants and my own evaluation of the results.

Background

In the world of “thinking skills,” Edward de Bono’s Six Thinking Hats® and Lateral Thinking®, and Joel Barker’s Implications Wheel® and Strategy Matrix® offer tools and training that promise to improve the “quality of our thinking” (de Bono). These tools have had broad application in organizations, business settings, both profit and non-profit, education, and government.

Six Thinking Hats® is based on Edward de Bono’s view that we have developed many good tools for argument and analysis, but few tools that deal with ordinary everyday thinking. The Six Thinking Hats® system is designed to separate our thinking, make it easier to switch and signal our thinking, and separate the ego that is too often involved in discussions from the performance desired.

Six Thinking Hats® is intended to Replace One-Dimensional Thinking with Six-Dimensional Thinking, Reduce Meeting Time, Improve Decision-Making, Create a Micro-Culture for Creativity



Joel Barker’s Implication Wheel® is a strategic exploration tool that can be used to explore a number of possible issues, trends, or proposed changes. In today’s world, almost every day we hear about the “unintended consequences” of a decision or program. In a Wall Street Journal article, a reported “unintended consequence” of adding freight cars to AMTRAK passenger trains was the inability of trains to fit into station platforms for proper loading/unloading of passengers. Is this really an “unintended consequence” or is it more accurately labeled, as Joel Barker says, an “unanticipated consequence.” And wouldn’t

individuals and organizations make far better decisions if they realized just “what the heck we are getting ourselves into?”

The Implications Wheel[®] works by carefully defining “the center,” the issue, proposed change, or trend to be examined. The question asked is “What are the implications of this...?” What will happen next if this trend continues, if this policy is implemented? The process then works by identifying both positive and negative implications for each item identified. While the process can move out to 4th and 5th order implications, most groups discover a wealth of valuable information in one – two hours, with 2nd and 3rd order implications.

Getting Started

One of the key points that was pointed out in “Thinking about Thinking I” was that the de Bono and Barker techniques share a very clear emphasis on properly defining the issue to be discussed. Interestingly both use the metaphor of the “explorer” to make this point. De Bono talks about the importance of the explorer looking in different directions; a key point in the Six Thinking Hats[®] is the ability of the explorer to look in each of the six different directions, instead in trying to take in everything at the same time. Barker, during Implications Wheel[®] training, discusses the role of the “scout,” going out way ahead of the wagon train to check out the future. They strongly concur on the issue of clearly understanding the issue to be discussed. In the Six Thinking Hats[®] process, this is a “Blue Hat” activity, defining the subject, the focus of the thinking, and the agenda which includes planning the sequence of the Hats to be used. In the Implications Wheel[®] process, carefully defining the “Center” of the Wheel is an essential first step. Each of these key pieces of the process will be clear in the following presentation of the results.

Each of these issues were not only relevant to the course topic of Human Resources, each topic had been presented in both text and class material prior to the experiment. For performance-based hiring, students had reading material on selection systems plus a thirty minute executive briefing on the performance-based hiring process. For the absenteeism topic, there was text material plus a discussion prompted by a newspaper article discussing the specific issue.

Session Format

Each session started with a brief overview of the process to be used. Because each of the sessions was intended to be highly facilitated, the overview presented the objectives of each thinking tool and then the specifics of the process they would need to carry out the exercise. In both the **Six Thinking Hats**[®] and **Implications Wheel**[®] sessions, this focused on the “rules” that are used in each process. A discussion of the emphasis both techniques place on rules is discussed further in the “Thinking about Thinking” article.

The Results

Since the original experiment using these techniques, another interesting development has occurred for both tools. Software has been developed to further enable the use of the processes. Because one of the features of both software tools is a reporting feature, I’m going to use the software to present the results of the experiments.

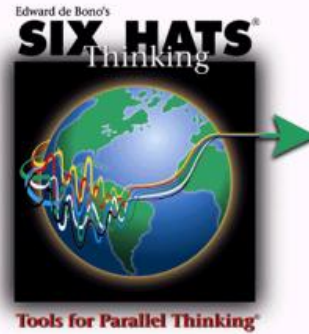
The results from the **Implications Wheel**[®] include the details of the center and two completed “arcs” for each of the explorations. These “arcs” show the second and third order implications identified off of two first order implications.

The results from the **Six Thinking Hats**[®] included the information developed using each of the Hats in a structured sequence. The **Six Thinking Hats**[®] software uses Microsoft’s PowerPoint[®] as its reporting tool.

At this point, prior to presenting the evaluation of the methods from the participants or my own evaluation, I urge the reader to evaluate the results of these two processes personally. You can evaluate the output both in terms of the content generated and the processes used.

Thinking about Thinking II

A Experiment in Thinking with
Joel Barker's Implications Wheel®
and
Edward de Bono's Six Thinking Hats



Joel Barker's
IMPLICATIONS
WHEEL®

Six Thinking Hats®
New Hiring Strategy
Increased Absenteeism

Implications Wheel®
Increased Absenteeism
New Hiring Strategy



Start Phrase

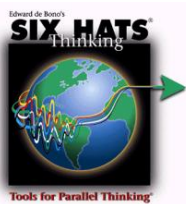
Implementing a Performance-Based Hiring Strategy



Blue Hat 1 - Managing the Thinking



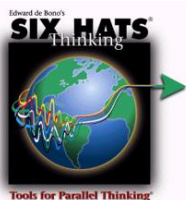
- Performance-based Hiring is a systematic hiring process, involving
 - New performance profiles
 - A new interview questioning process
 - Requires training of all hiring managers
 - New techniques for recruiting and writing more effective ads
- Consultant will be used for implementing program and providing training
- Cost will be \$10,000 - \$15,000



Red Hat 2 - Feelings



- Sure
- A great idea
- Lots of work
- Fearful -- never been done before
- Not sure
- Sounds good

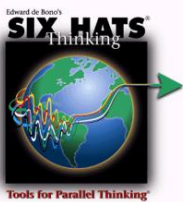




White Hat 3 - Information



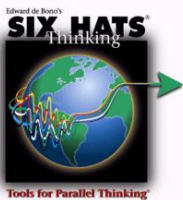
- Are the cost estimates accurate?
- Are there hidden costs?
- How long is the training?
- How soon can ROI data become available?



Yellow Hat 4 - Benefits



- More innovative
- More productive -- knowing performance
- Great culture to work in
- Increased profits
- More teamwork
- Reduced training costs
- Less absenteeism
- Less chance of unions
- Easier to recruit

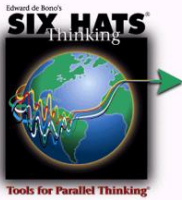




Black Hat 5 - Caution



- Increased stress and competition
- Current employees: us versus them
- Lack of metrics - ROI
- Ambiguous commitment from senior management
- Budget concerns
- Can't be done right if everyone doesn't get on board
- Too many good hires -- current employees feel jealous
- Incremental bang for the buck
- Resistance to change
- Accountability
- Economy will make it tough to sell

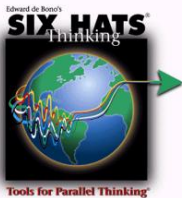


Green Hat 6 - Creativity



Alternatives

- Start metrics with existing workforce
- Target key positions -- identifying successful employees
- More training
- Re-engineering
- Performance appraisal



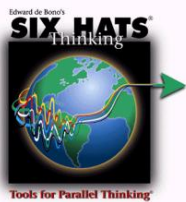


Green Hat 7 - Creativity



Overcome Black Hat Issues

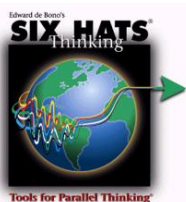
- Promotional Kick Off
- Pilot in one department
- Collect research -- get endorsements
- Action items -- set up metrics ahead of program



Outcome Phrase



Collect additional
information, then decide
on program






Edward de Bono's
SIX HATS®
Thinking



Tools for Parallel Thinking®

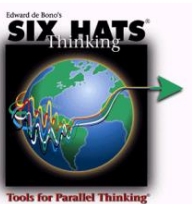


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Start Phrase

Increased Absenteeism
in the Workplace



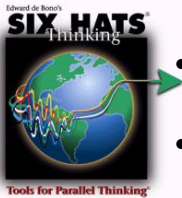


Blue Hat



1 - Managing the Thinking

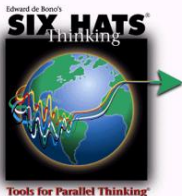
- Employers are demanding more work from fewer employees.
- Workers are fighting back by calling in sick when they feel fine.
- Employees are taking more vacation time than allowed.
- Cost for unscheduled absences averages \$789 -- an all-time high.
- Employees are taking unscheduled sick time to meet personal or family needs.
- 20% of employees acknowledged taking more vacation days than they're entitled to.
- Employees feel "ripped off" by company's demands, morale suffers.



White Hat 2 - Information



- What are the "inappropriate reasons" that employees give?
- What are the reasons for approved time off dwindling?
- Those that take more vacation than authorized -- how do they do that?

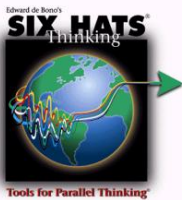




Yellow Hat 3 - Benefits



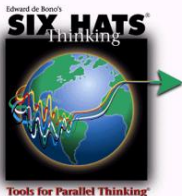
- Rejuvenated employees
- Work-life balance
- Stress relief
- Better feeling about work when they return
- Realize that grass is not greener when they return from job-hunting
- Thankful for current job
- Thinking outside the box
- Flextime



Black Hat 4 - Caution



- Productivity increases
- Boundaries, policy fading, other policies affected
- Increasing \$
- Punishing good employees
- Increases abuse -- others got away with it
- Cynicism toward management
- Friction between parents and "single" employees
- Some workers will try and push game further
- Co-workers frustrated
- Lack of integrity, hurts teamwork
- Can't implement other policies

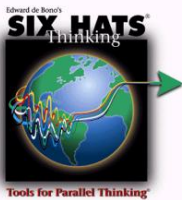




Green Hat 5 - Creativity



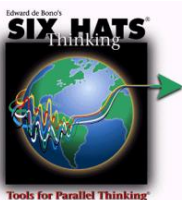
- Introducing flextime -- revisit to encourage greater use.
- Harsher punishment
- Incentives for attendance
- Day Care
- Cost - Benefit -- Unexcused versus PAID TIME OFF
- Getting employees involved
- Asking for documentation proof
- Management Communications: why people are working harder
- Job sharing
- Telecommuting



Outcome Phrase



Collect additional
information on reasons, then
evaluate alternatives.



Increased Absenteeism

Center:

What are the possible implications of increased absenteeism in the workplace?

Details of the Center:

Employers are demanding more work from fewer employees.

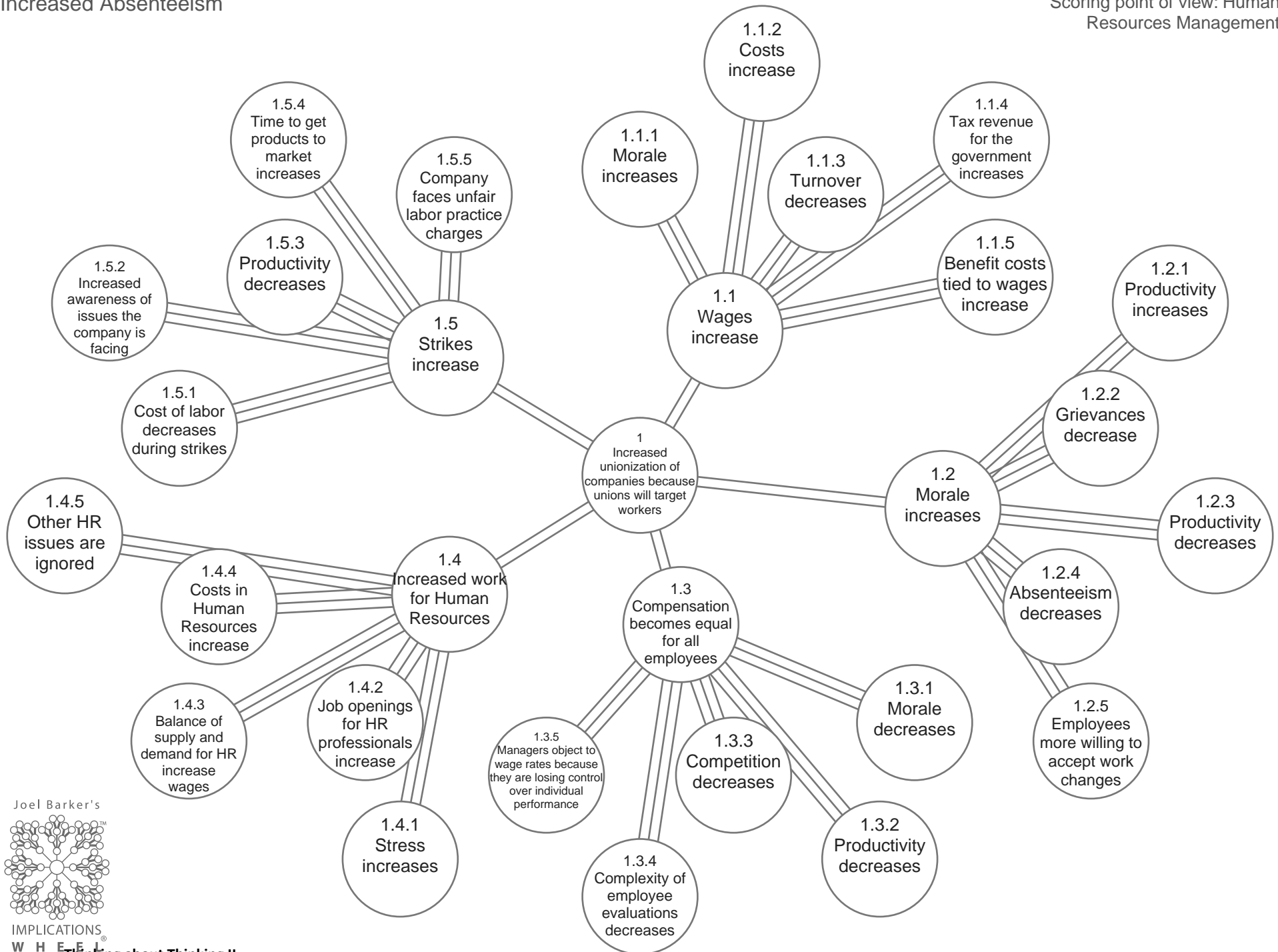
Employees are calling in sick more.

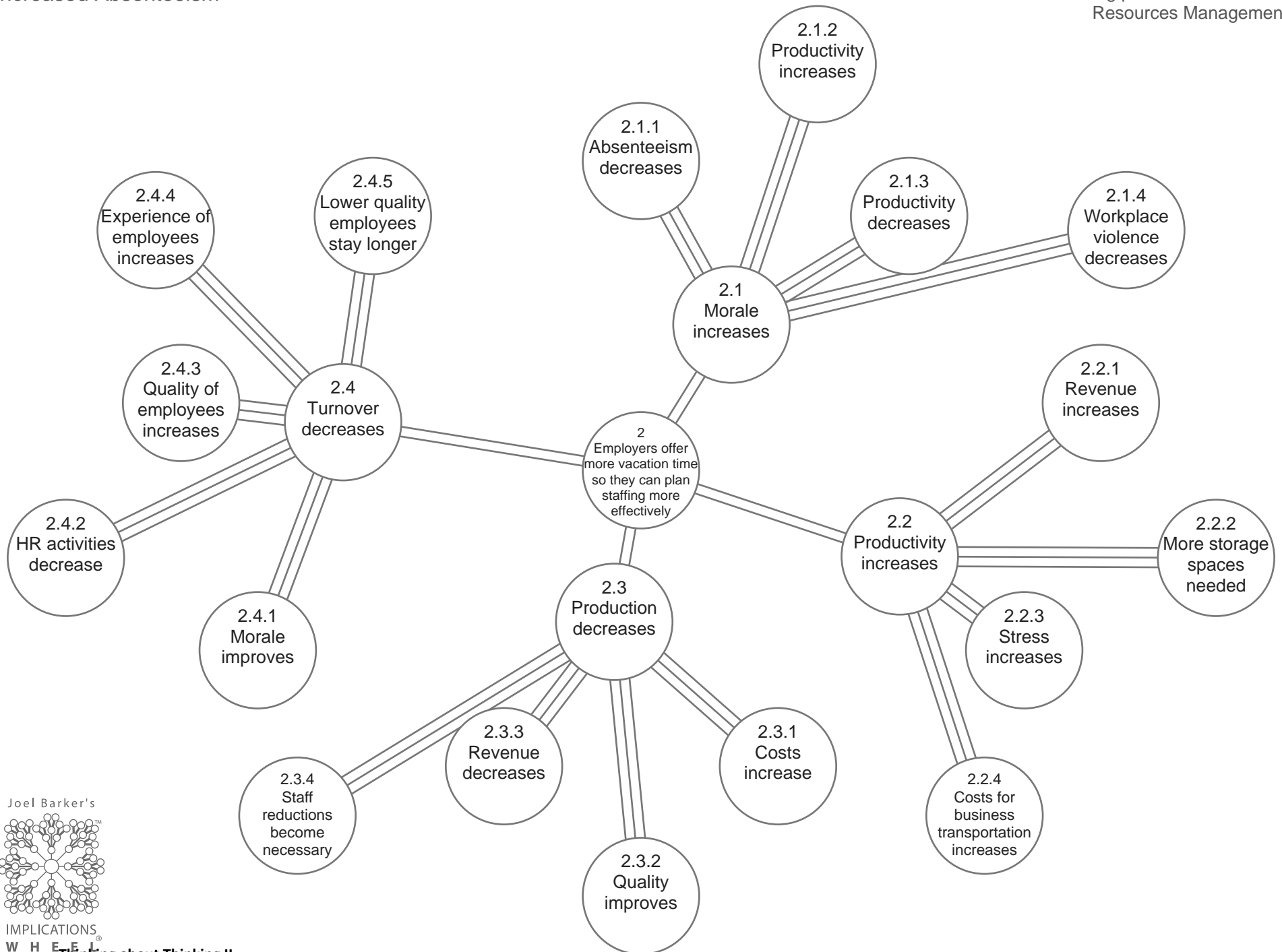
Employees are taking more vacation than allowed.

Cost per employee for "unscheduled absences" an all-time high of \$789 per employee -- a 30% increase from the previous year.

20% of employees admit they take more vacation than they're entitled to.

Surveys show that morale suffers when employers reduce time off.





IMPLICATIONS WHEEL

Performance-Based Hiring

Center:

What are the possible implications of implementing a Performance-Based Hiring System?

Details of the Center:

Performance-Based Hiring is a systematic hiring process, involving

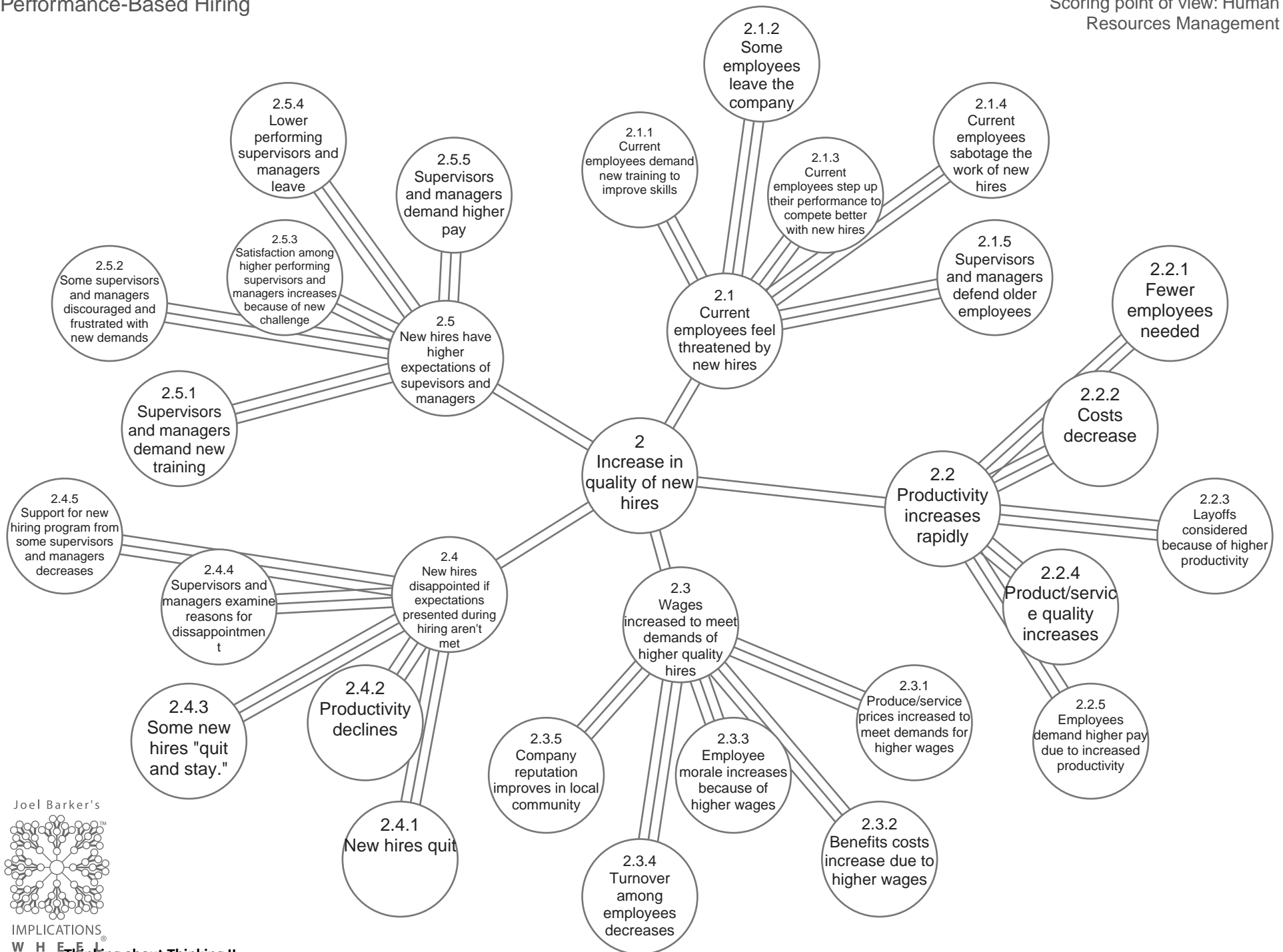
- New performance profiles
- A new interview questioning process.
- requires training of all hiring managers.
- new techniques for recruiting and writing more effective ads

Consultant will be used for implementing program and providing training.

Cost will be \$10,000 - \$15,000



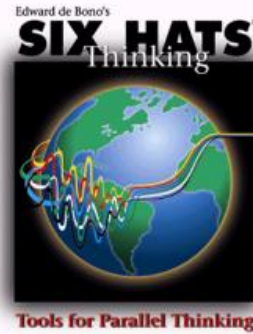
IMPLICATIONS
W H E E L



IMPLICATIONS
W H E E L

Thinking about Thinking II

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Joel Barker's
IMPLICATIONS
WHEEL®

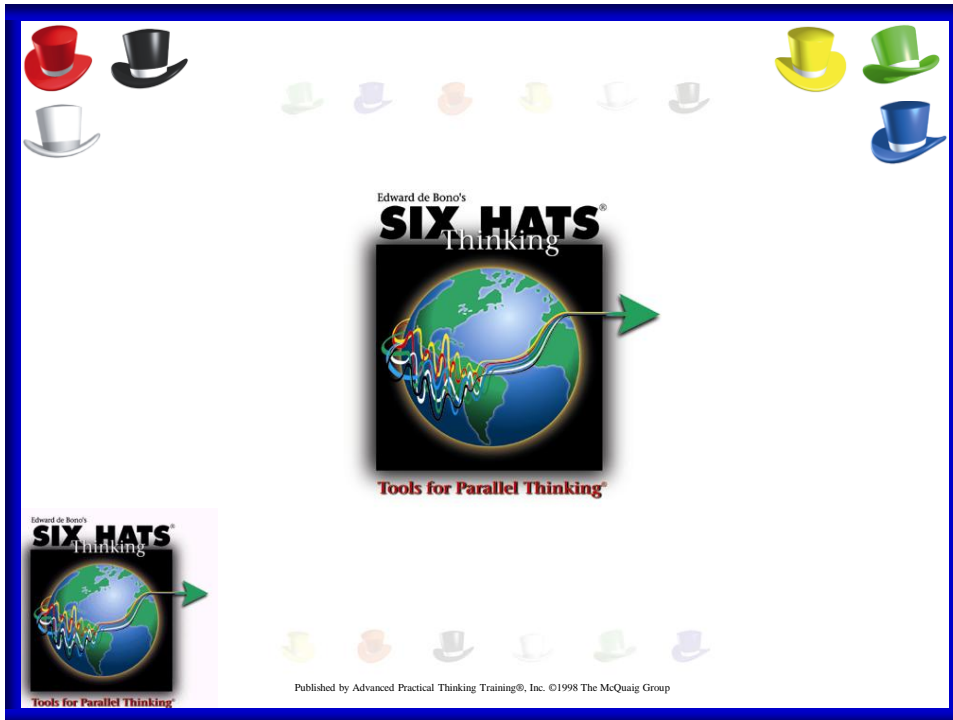
Participant Evaluations of Six Thinking Hats® and Implications Wheel® Processes

Evaluation of Results

The **Six Thinking Hats**[®] format lends itself to another application that proved very valuable for these experiments: evaluating the results. Participants in the experiment were required to prepare an evaluation of the two different thinking tools, using a structured **Six Thinking Hats**[®] process. Specifically, they were asked to respond to the following questions:

1. Yellow Hat: Identify at least 3-5 benefits, the logical positive, for both the **Implications Wheel**[®] and the **Six Thinking Hats**[®] process.
2. Black Hat: Identify at least 3-5 cautions, the logical negatives, problems, limitations, risks for both the **Implications Wheel**[®] and the **Six Thinking Hats**[®] process.
3. Green Hat: Creativity, any ideas for alternatives for using either technique or ways of combining features of each.
4. Red Hat: What's your emotional, intuitive conclusion about the two approaches, how do you feel about the approaches?
5. Blue Hat: Write a clear "conclusion" about the two approaches, summarize your thinking from the other "Hats," and make any recommendations you have for "next steps."

Again, the **Six Thinking Hats**[®] software was used to summarize the results of the evaluations. There were several different summary evaluations submitted. On the next pages, the best of the evaluations are presented.



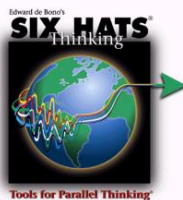


Yellow Hat 3 - Benefits



Implications Wheel

- Encourages participants to be creative
- Breaks from traditional (linear) thinking
- Provides a visual representation of possible chain of events
- Encourages participation from all group members
- Wide range of uses and applications
- Can be used by different types of organizations
- Enhances decision making by discouraging debate
- Builds bridges to the future and reduces barriers

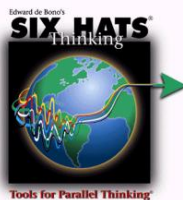


Yellow Hat 3 - Benefits



Six Thinking Hats

- Uses thinking approaches not usually employed
- Encourages good decision making by ensuring that all sides of an issue are considered
- Ensures participation of all members
- Quick, precise process
- Can be used with all size groups
- Employs clear, analytical thinking.



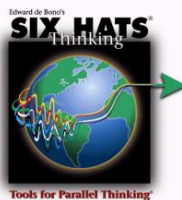


Black Hat 4 - Caution



Implications Wheel

- Time consuming
- If center is not well-defined, conclusions may be flawed or unfocused.
- Requires participants to generate and share ideas
- May result in group-think
- Conclusions can still be ignored by others
- Participants may be uncomfortable using different approach
- Participants may try to debate ideas or sabotage process

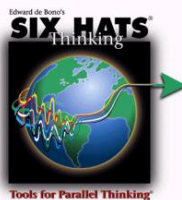


Black Hat 4 - Caution



Six Thinking Hats

- Facilitator must know and enforce rules to ensure proper usage
- Cannot let one person or their ideas dominate
- Results can be ignored by those seeking group's opinion
- Participants who are culturally unaccustomed to contradicting superiors may not wish to participate as rules dictate.



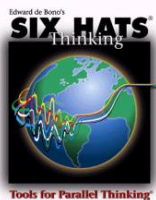


Red Hat 5 - Feelings



Implications Wheel

- Unsure about contributing ideas
- More time to prepare
- Amazed to see how one idea can generate others and lead to creative problem-solving
- Proud of accomplishment
- Mentally fatigued



Six Thinking Hats

- Preferred technique because of focus
- Like compartmentalized thinking
- Refreshing to use linear thinking pattern

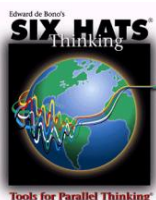


Green Hat 5 - Creativity



Use the Implications Wheel in conjunction with the Six Thinking Hats approach.

For example, if several possible centers have been identified for an Implications Wheel, the Six Thinking Hats method could be employed to examine each and decide which one to use.



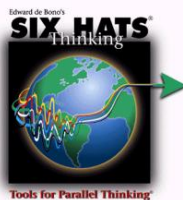



Blue Hat



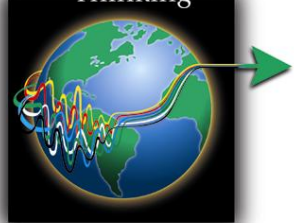
7 - Managing the Thinking

- Both processes encourage creative thinking and seek to avoid the "nay-saying" that can kill ideas.
- Both methods are helpful to visual learners and kinesthetic learners.
- Training and facilitation are needed for both techniques.
- The Implications Wheel method is most effective when trying to decide "big picture" issues, whereas the Six Thinking Hats method seems better geared toward deciding on a proposed course of action.






Edward de Bono's
SIX HATS
Thinking



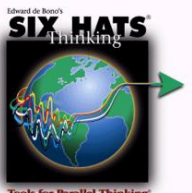
Tools for Parallel Thinking



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Participant Evaluation #2



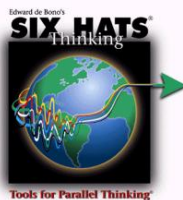


Yellow Hat 3 - Benefits



Implications Wheel

- More visual approach
- Results can be quantified
- Provides for second order effects
- Completely different approach from Six Thinking Hats so both could be used for an impending decision
- Focuses on outcomes with limited consideration to emotions

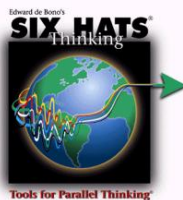


Yellow Hat 3 - Benefits



Six Thinking Hats

- Individuals involved share specific focus
- Requires less time
- Easily adaptable into traditional corporate culture with a defined leader
- Provides constructive forum to share positive and negative feelings
- Simpler process with less rules
- More likely to draw out personal feelings and potential biases.



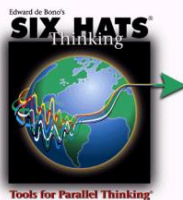


Black Hat 4 - Caution



Implications Wheel

- Requires more time thus increasing frustration of participants
- Simplifying results is much more involved than in Six Thinking Hats
- Stronger potential to hide personal feelings and biases -- limited by rules

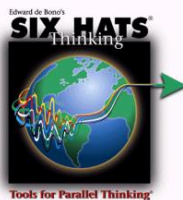


Black Hat 4 - Caution



Six Thinking Hats

- Time constraints could leave participants wanting more time.
- Participants could become frustrated because of time constraints
- Time constraints may limit discussion of all outcomes.
- Second and third order implications may not be recognized

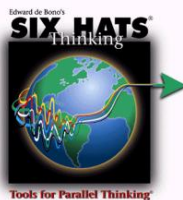




Red Hat 5 - Feelings



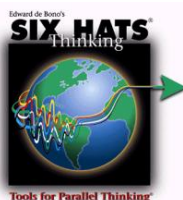
- Appreciate organized, consistent principles
- Surprised by abundance of negative implications identified
- Difficult to focus on non-linear process of the Implications Wheel
- Frustrated by "extreme" comments on the Implications Wheel even though they were "possible."



Green Hat 5 - Creativity



To improve retention of ideas, the information could be entered into a computer and distributed later as a summary.



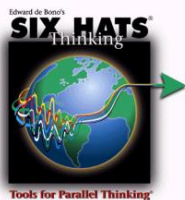


Blue Hat



7 - Managing the Thinking

- Thoroughly enjoyed learning both the Implications Wheel and Six Thinking Hats process.
- Both tools are applicable in a variety of ways.
- Six Thinking Hats takes less time, includes both objective and subjective information
- Implications Wheel provides a more thorough perspective of outcomes
- Are there situations where Six Thinking Hats or Implications Wheel won't work?

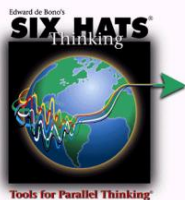


Blue Hat



7 - Managing the Thinking

- I would be inclined to use the Six Thinking Hats method where the implications were a little more obvious, but the impact of those outcomes of various constituencies needed to be understood and discussed. I would be inclined to use the Implications Wheel for ideas where the implications of a decision were difficult to easily foresee.





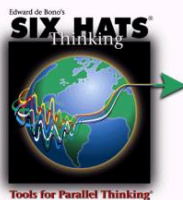


Yellow Hat 3 - Benefits



Implications Wheel

- Encourages participants to be creative
- Breaks from traditional (linear) thinking
- Provides a visual representation of possible chain of events
- Encourages participation from all group members
- Wide range of uses and applications
- Can be used by different types of organizations
- Enhances decision making by discouraging debate
- Builds bridges to the future and reduces barriers

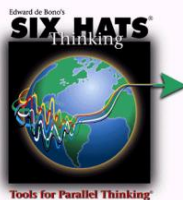


Yellow Hat 3 - Benefits



Six Thinking Hats

- Uses thinking approaches not usually employed
- Encourages good decision making by ensuring that all sides of an issue are considered
- Ensures participation of all members
- Quick, precise process
- Can be used with all size groups
- Employs clear, analytical thinking.



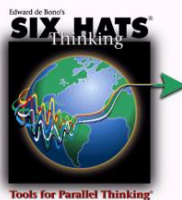


Black Hat 4 - Caution



Implications Wheel

- Time consuming
- If center is not well-defined, conclusions may be flawed or unfocused.
- Requires participants to generate and share ideas
- May result in group-think
- Conclusions can still be ignored by others
- Participants may be uncomfortable using different approach
- Participants may try to debate ideas or sabotage process

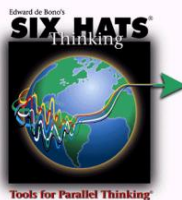


Black Hat 4 - Caution



Six Thinking Hats

- Facilitator must know and enforce rules to ensure proper usage
- Cannot let one person or their ideas dominate
- Results can be ignored by those seeking group's opinion
- Participants who are culturally unaccustomed to contradicting superiors may not wish to participate as rules dictate.



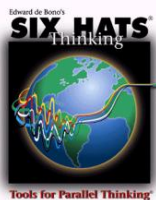


Red Hat 5 - Feelings



Implications Wheel

- Unsure about contributing ideas
- More time to prepare
- Amazed to see how one idea can generate others and lead to creative problem-solving
- Proud of accomplishment
- Mentally fatigued



Six Thinking Hats

- Preferred technique because of focus
- Like compartmentalized thinking
- Refreshing to use linear thinking pattern

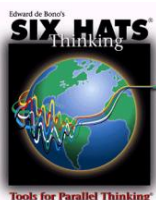


Green Hat 5 - Creativity



Use the Implications Wheel in conjunction with the Six Thinking Hats approach.

For example, if several possible centers have been identified for an Implications Wheel, the Six Thinking Hats method could be employed to examine each and decide which one to use.



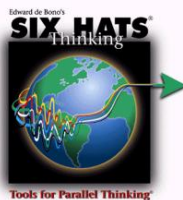


Blue Hat



7 - Managing the Thinking

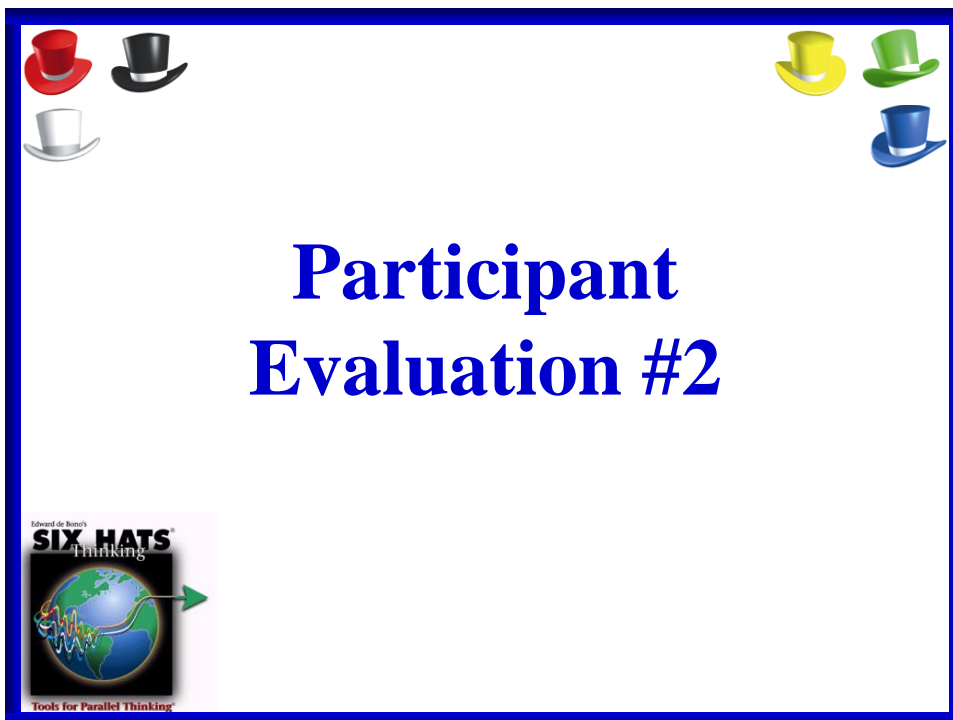
- Both processes encourage creative thinking and seek to avoid the "nay-saying" that can kill ideas.
- Both methods are helpful to visual learners and kinesthetic learners.
- Training and facilitation are needed for both techniques.
- The Implications Wheel method is most effective when trying to decide "big picture" issues, whereas the Six Thinking Hats method seems better geared toward deciding on a proposed course of action.



Edward de Bono's
SIX HATS
Thinking

Tools for Parallel Thinking®

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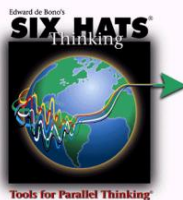


Yellow Hat 3 - Benefits



Implications Wheel

- More visual approach
- Results can be quantified
- Provides for second order effects
- Completely different approach from Six Thinking Hats so both could be used for an impending decision
- Focuses on outcomes with limited consideration to emotions

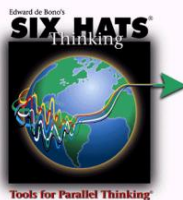


Yellow Hat 3 - Benefits



Six Thinking Hats

- Individuals involved share specific focus
- Requires less time
- Easily adaptable into traditional corporate culture with a defined leader
- Provides constructive forum to share positive and negative feelings
- Simpler process with less rules
- More likely to draw out personal feelings and potential biases.



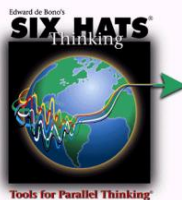


Black Hat 4 - Caution



Implications Wheel

- Requires more time thus increasing frustration of participants
- Simplifying results is much more involved than in Six Thinking Hats
- Stronger potential to hide personal feelings and biases -- limited by rules

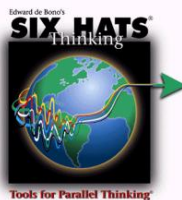


Black Hat 4 - Caution



Six Thinking Hats

- Time constraints could leave participants wanting more time.
- Participants could become frustrated because of time constraints
- Time constraints may limit discussion of all outcomes.
- Second and third order implications may not be recognized

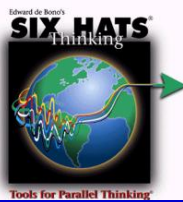




Red Hat 5 - Feelings



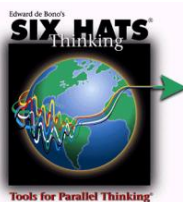
- Appreciate organized, consistent principles
- Surprised by abundance of negative implications identified
- Difficult to focus on non-linear process of the Implications Wheel
- Frustrated by "extreme" comments on the Implications Wheel even though they were "possible."



Green Hat 5 - Creativity



To improve retention of ideas, the information could be entered into a computer and distributed later as a summary.



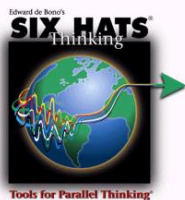


Blue Hat



7 - Managing the Thinking

- Thoroughly enjoyed learning both the Implications Wheel and Six Thinking Hats process.
- Both tools are applicable in a variety of ways.
- Six Thinking Hats takes less time, includes both objective and subjective information
- Implications Wheel provides a more thorough perspective of outcomes
- Are there situations where Six Thinking Hats or Implications Wheel won't work?

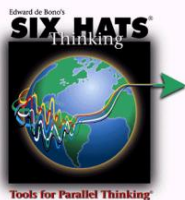


Blue Hat



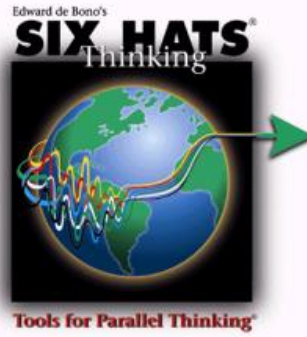
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Thinking about Thinking II

A Experiment in Thinking with
Joel Barker's Implications Wheel®
and
Edward de Bono's Six Thinking Hats



Joel Barker's
IMPLICATIONS
WHEEL®

Conclusion

Conclusion

The evaluations from the participants summarize the strengths of the two techniques very well. And they emphasize some of the key features of the techniques. Two are worth noting. Each of these techniques, the **Implications Wheel**[®] and **Six Thinking Hats**[®], requires training. These techniques are very often counter to many people's current thinking processes. One of the interesting things about this experiment is that the participants were MBA students, notoriously known for very linear, analytical thinking. The experiment was a real eye-opener for many of them.

The rules of each process were also noted by every participant as not only a key to the process but a critical element for facilitating the process. Participants commented on how important it was for a facilitator to be keeping the groups "on process."

There were also several key limitations to this experiment. First, participants did not discuss either of these topics in a normal "unstructured" way. When experiments have included that element, participants have recognized the rambling nature of their conversations, the very limited scope of their discussions, and the wasted time. In this experiment, we did not have a control group for comparing to the **Implications Wheel**[®] and **Six Thinking Hats**[®].

Secondly, neither of these topics was explored in their entirety using the approaches. A typical **Implications Wheel**[®] session would explore between 8 and 12 "first order" implications, not just the three that were completed for this experiment (only two are reported on here). A typical **Six Thinking Hats**[®] session would allow more time for each "hat" and would possibly repeat the "hats" in a sequence looking for more alternatives or evaluating the logical positive and negative of other possibilities.

This is again an opportunity to look for an issue or situation where each of these techniques could be used in an actual situation, fully exploring an issue with the **Implications Wheel**[®], and then doing a facilitated **Six Thinking Hats**[®] session on the same topic.

However, based on the above experiments, it remains clear that each of these techniques is very valuable. Each serves different, yet similar purposes. And the similarities of the techniques, calls for training, rules, focus, timing, etc., that were identified in "Thinking about Thinking I" remain key components behind the success of these critical thinking methodologies.

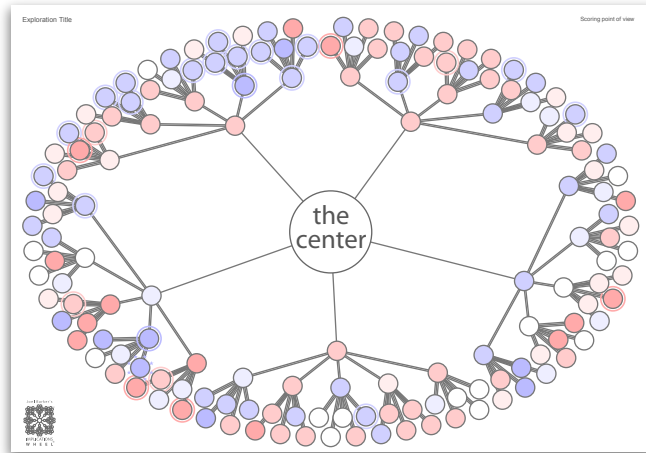
A Key Addition

A key element of the **Implications Wheel**[®] was not included in this comparison. The **Implications Wheel**[®] has a major component, scoring, that follows the identification of the possible implications. For additional comparison, particularly for those not familiar with the Implications Wheel process, the “arcs” were scored from the “point-of-view” of human resources management. The scored “arcs” are included on the following pages along with a guide for “Reading an Exploration.”



The Implications Wheel®

Reading an Exploration



Start by assuming that **the center** happens. The circles connected to the center are possible consequences of the center. These are called **1st order implications**.

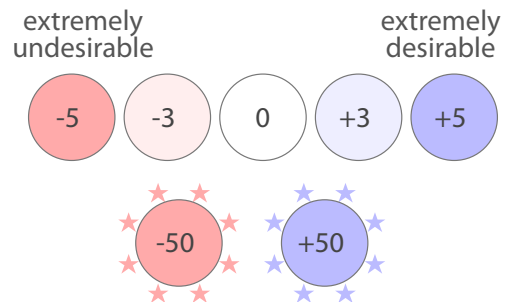
Then assume that the 1st order implications happen. The **2nd order implications** are possible implications of the 1st orders.

Finally, the **3rd order implications** are possible implications of the 2nd orders.

Scoring for Desirability

The desirability or undesirability of an implication **depends on one's point of view**. The point of view from which these implications were scored is printed in the upper-right corner of the exploration.

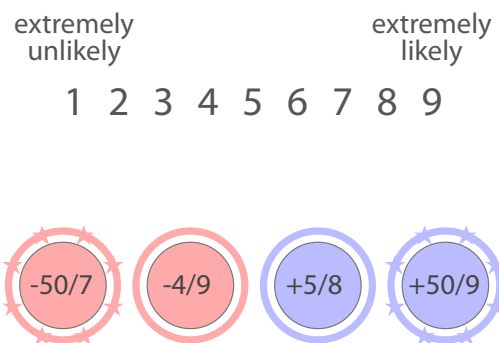
The desirability scale goes from -5 to +5, with two special scores (+/-50) for extraordinary situations.

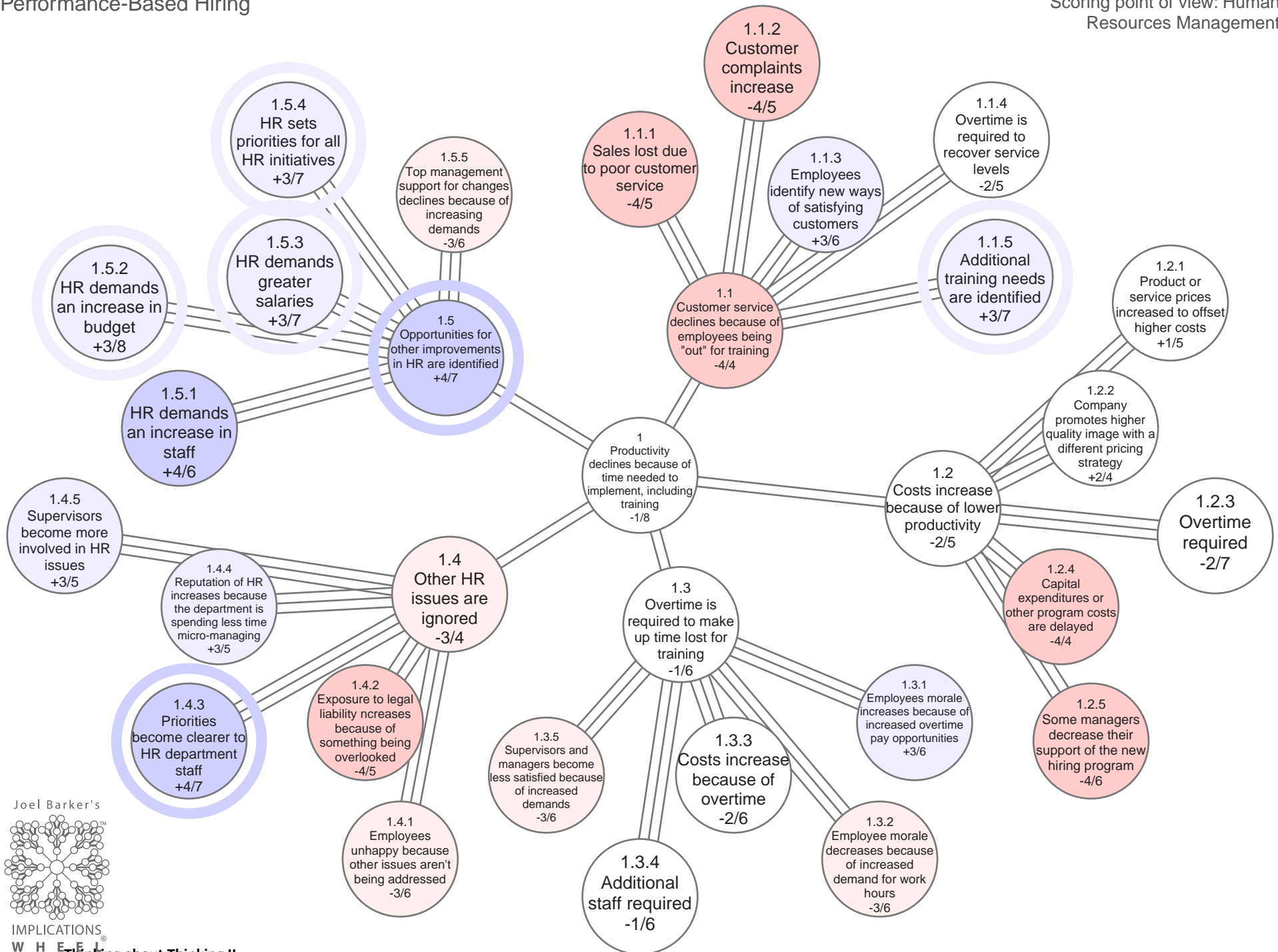


Scoring for Likelihood

Each likelihood score **assumes the occurrence of the preceding implication**. The likelihood scale is from 1 to 9.

If you see a red or a blue implication that is circled, the circle indicates that the implication received a 7, 8, or 9 likelihood.





Performance-Based Hiring

Center:

What are the possible implications of implementing a Performance-Based Hiring System?

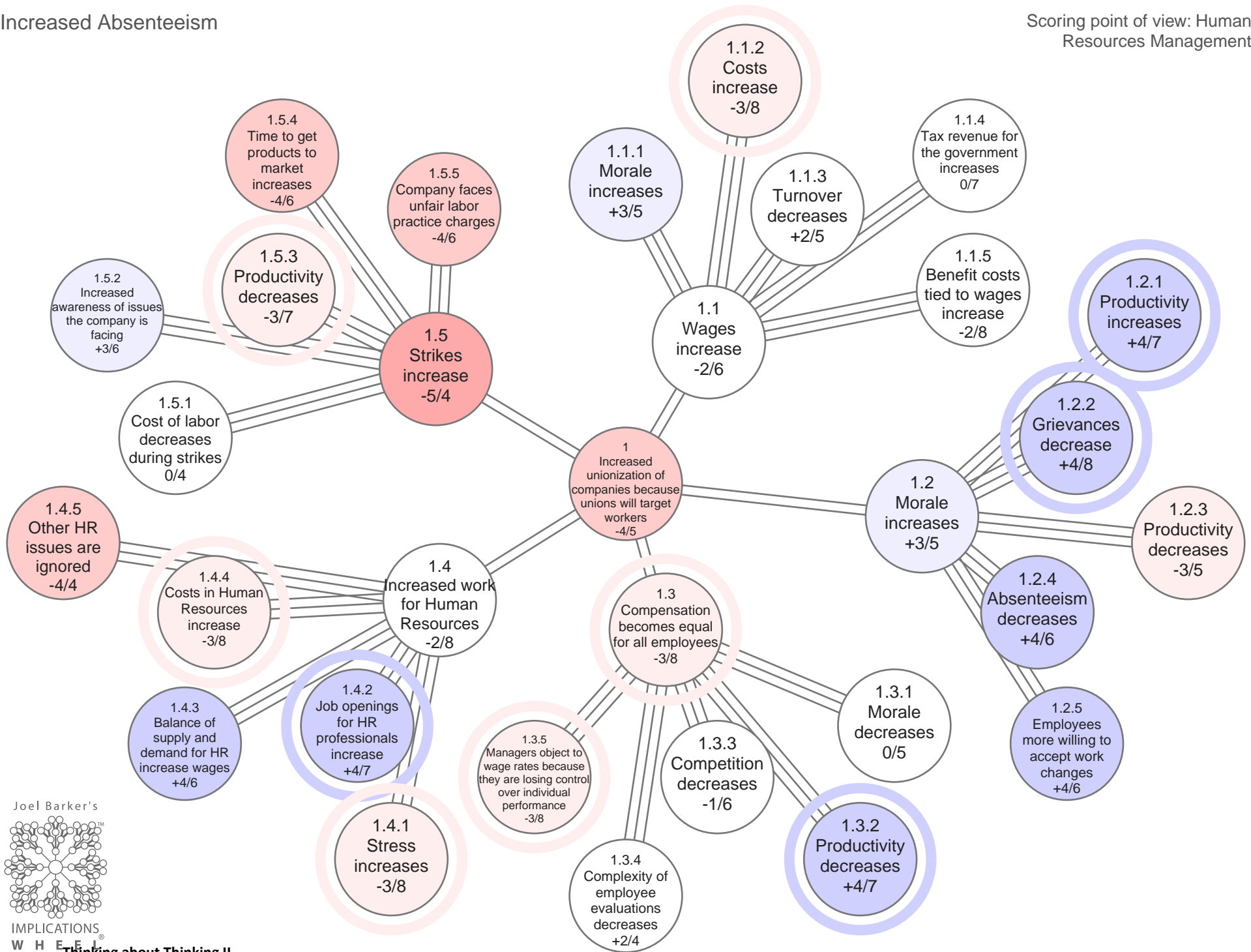
Details of the Center:

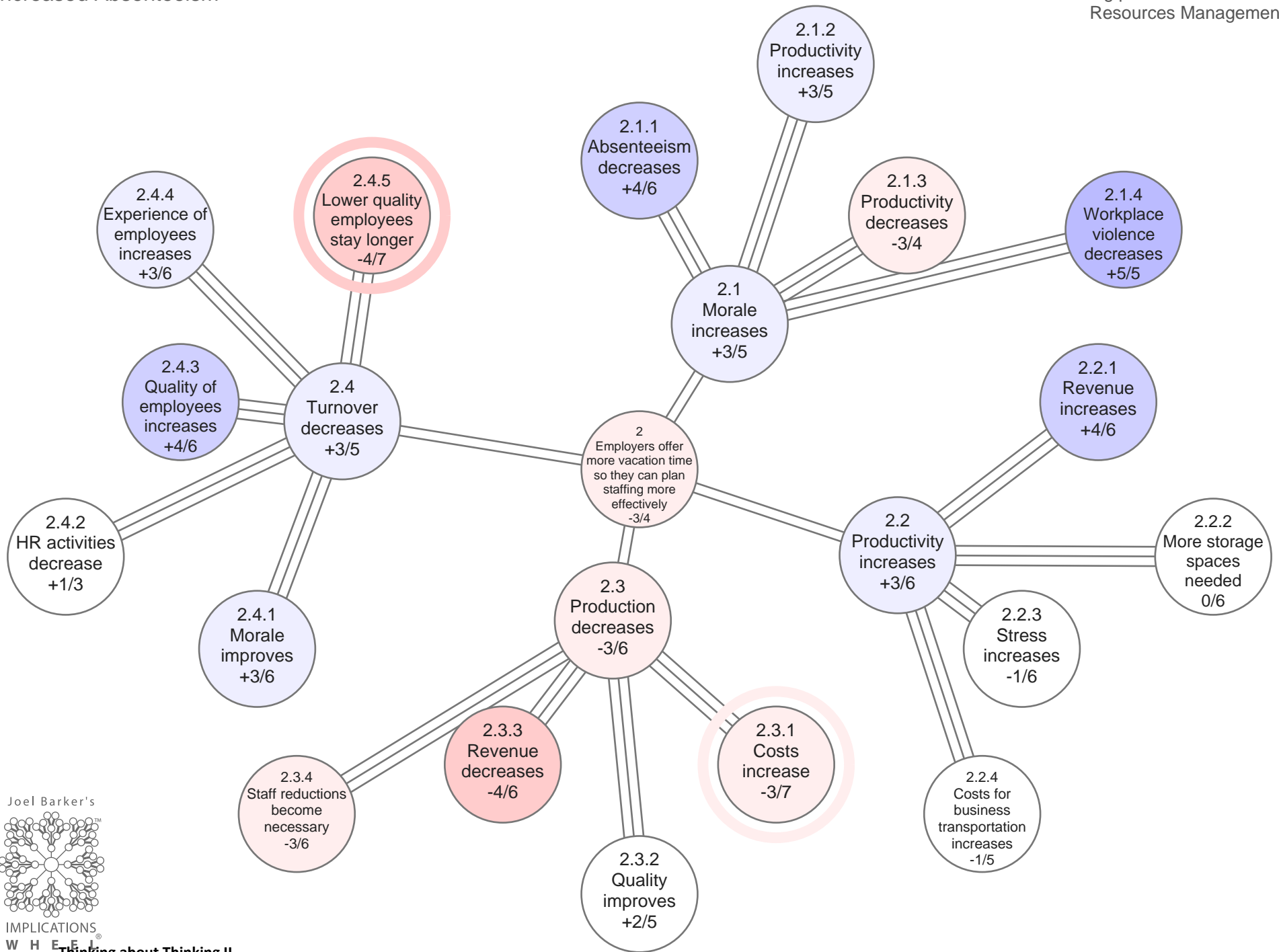
Performance-Based Hiring is a systematic hiring process, involving

- New performance profiles
- A new interview questioning process.
- requires training of all hiring managers.
- new techniques for recruiting and writing more effective ads

Consultant will be used for implementing program and providing training.

Cost will be \$10,000 - \$15,000





Increased Absenteeism

Center:

What are the possible implications of increased absenteeism in the workplace?

Details of the Center:

Employers are demanding more work from fewer employees.

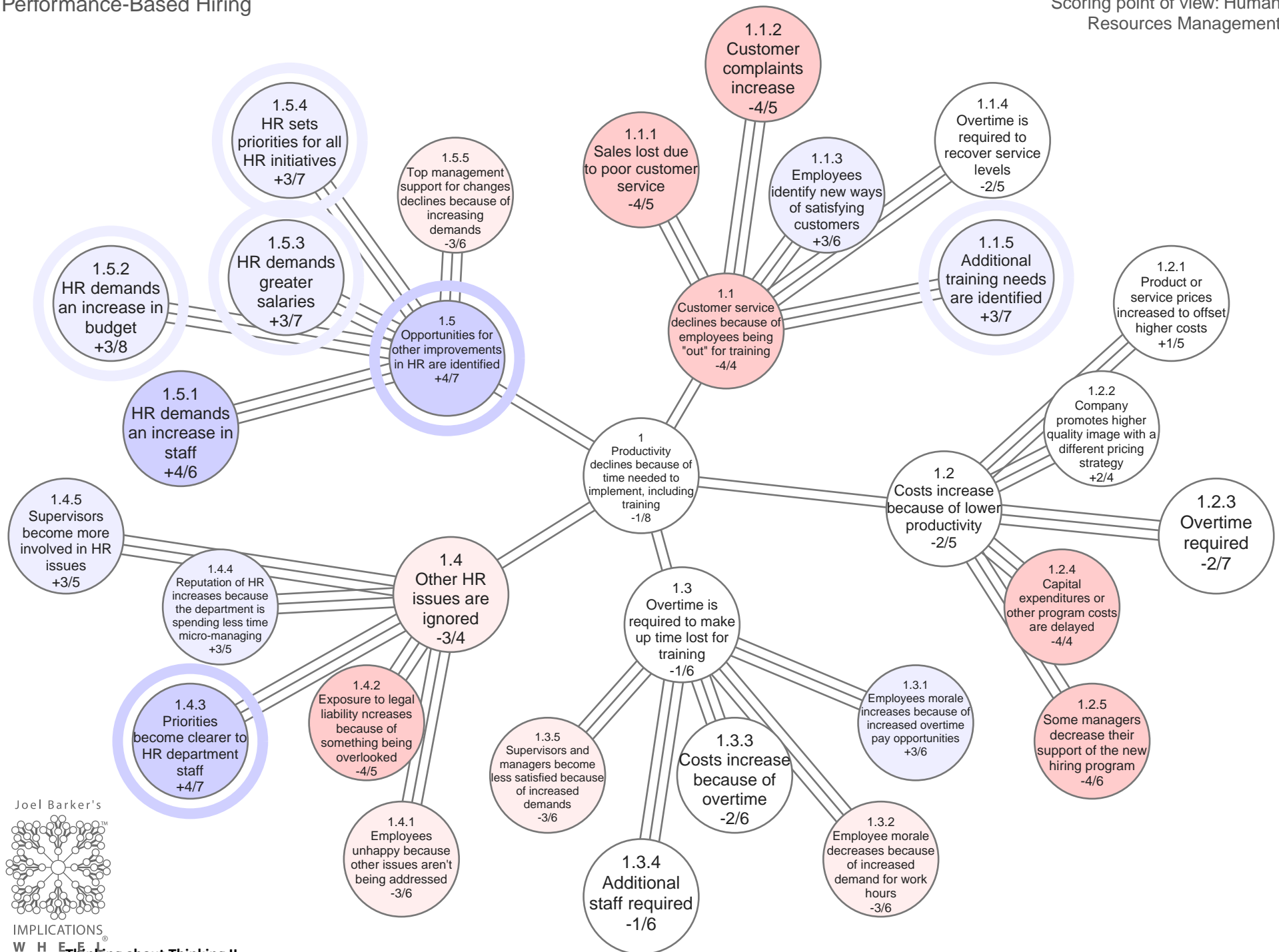
Employees are calling in sick more.

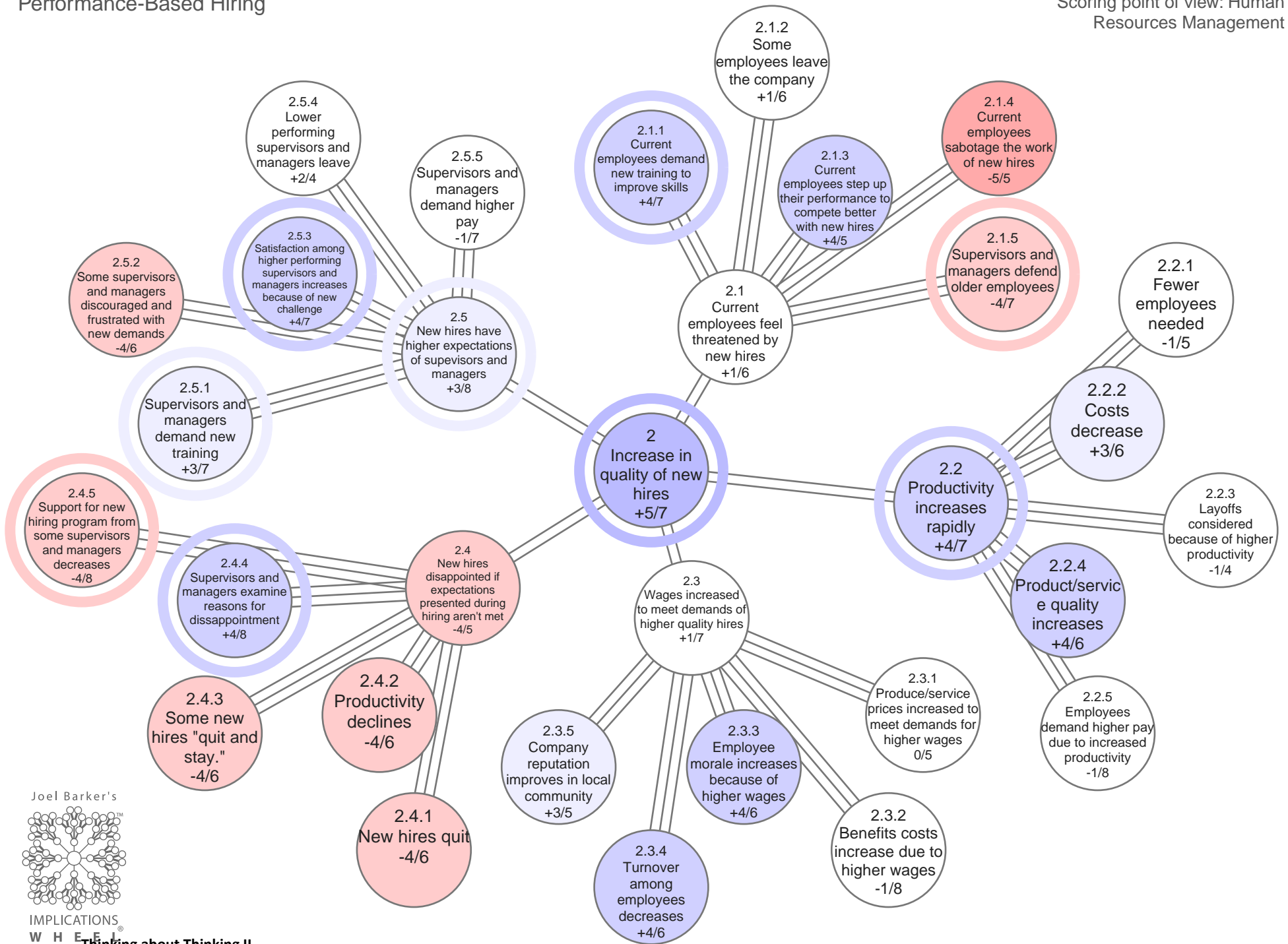
Employees are taking more vacation than allowed.

Cost per employee for "unscheduled absences" an all-time high of \$789 per employee -- a 30% increase from the previous year.

20% of employees admit they take more vacation than they're entitled to.

Surveys show that morale suffers when employers reduce time off.





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James W. Schreier, Ph.D., SPHR is a Senior Professional in Human Resources and holds a Masters Degree in Business and a Ph.D. in Education.

Jim is certified in Edward de Bono's **Six Thinking Hats**, **Lateral Thinking**, **Direct Attention Thinking Tools**, and was one of only nine individuals selected to be de Bono Accredited Facilitators. In all programs he was trained and certified directly by de Bono. Similarly he has been trained and certified by Joel Barker in the **Implications Wheel** and the **Strategy Matrix**.

I would like to extend a thank you to my professional colleague and friend, Tim Dondlinger, a certified de Bono Training in **Six Thinking Hats**, **Lateral Thinking**, and **Direct Attention Thinking Tools**, for his willingness to review this comparison. And I would like to extend a very special note of appreciation to Joel Barker who both encouraged this comparison and provided some key points that needed clarification.

Jim can be contacted at jim.schreier@strategicexploration.com or jim.schreier@farcliffs.com