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| Brief description |  | Participants use De Bono's thinking hats to look at a case study from different perspectives and engage in a cultural negotiation process. |

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| Goals |  | * Engage with different perspectives * Applying the negotiation culture approach to a case study * Developing constructive solutions to create a common basis of understanding |
| Time |  | Approx. 60-90 min. |
| Method |  | Culturally unspecific;  interactive |
| Material |  | * Worksheet (hats) |
| Implementation |  | The participants are divided into six groups and each is assigned a hat. Each hat represents a different way of thinking. The case is then prepared and presented from this perspective.  The groups then discuss the following guiding question and consider a negotiation strategy:   * Based on the information and perspectives gathered in this way, where do you see potential for negotiating cultures or, in other words, creating common ground?   As a continuation of the activity, one representative per group can be chosen to simulate a negotiation of the six perspectives.  The evaluation takes place in plenary with the involvement of the observing participants:   * What moves or concerns you now? * What particularly struck you? * How can you use this experience practically for your daily cooperation? |
| Notes |  | n/a |
| Source |  | Annika Schmidt/Andrea Voigt |

## Task

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| De Bonos thinking hats Consider Tom's team of 20 employees. As they work virtually and from different continents, he considers it very important to build an appropriate team culture for this global team. To achieve this, Tom plans a monthly team meeting. On the last Friday of every month, he asks the team to come together virtually to reflect on how the collaboration has been and what could be improved to really take advantage of the diversity of the team. In one such meeting, the following comment is brought up by a team member:  "I consider myself a very tolerant and open-minded team member, but there are situations that I cannot accept. For example, when people in the head office are just so inflexible! Just recently a very important machine broke down, but instead of just buying a spare part here to fix it, the engineers at head office of course insisted that it has to be shipped from the supplier at head office. That takes three times as long and costs four times as much money. This is just one example. There are these kinds of decisions all the time that set us back."  In your groups, develop a detailed perspective on the case study based on your way of thinking (hat).  Meaning of the hats:   1. **white hat**: analytical thinking. Numbers, data, facts 2. **black hat**: critical thinking. Risks, challenges, objections, logical-negative. 3. **yellow hat**: optimistic thinking. Opportunities, possibilities, optimism, logical-positive. 4. **green hat**: creative, associative thinking. Innovation, ideas, originality 5. **red hat**: emotional thinking. Emotions, feelings, needs 6. **blue hat**: orderly thinking. Moderation, summary, control, structure   Source: Council of Europe 2023: https://www.coe.int/en/web/autobiography-intercultural-encounters/activity20# |