**ACTIVITY 1.2: Six thinking hats**

Mark a young project manager has recently started his work in a project financed by Erasmus+ program at the university X. Mark is committed to high quality of managing and a fair approach to team members performance appraisal. Mark sets up group work within work packages (WP). Each group consists of 2-4 people. Project members select groups and divide the work by themselves, Mark does not interfere with the composition of individual groups. Groups receive guidelines for the development of each work package, during the meeting the components of the WP are discussed. The evaluation for the each task within WP is issued on the basis of the presentation of completed tasks in the forum of the entire project team. This system of financial bonuses worked well last year. However, this year it happened that representatives of one of the groups are not satisfied after their work evaluation, despite the fact that they did great job and got project manager approval. Two out of four participants of the group claim that they were much more involved in the preparation of the project and the bonuses should not be awarded equally to all participants of the group. Mark does not know how to solve this problem. On the one hand, the rule is that all participants of a given group get the same bonus for the tasks completed, but on the other hand, Mark wants everyone to feel fairly treated.

*Find the solution of Mark problem using Edward De Bono's six thinking hats method. Fill in the table below to support you in that process. “Wearing” different hats try to include perspectives of different participants of that situation – Mark, hard-working project members, less engaged project members.*

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| What is the current information on the issue or problem?  *Obraz zawierający symbol, clipart, szkic, Grafika  Opis wygenerowany automatycznie* | What are the positive aspects of the current situation, issue or problem?Obraz zawierający clipart, kreskówka, Grafika  Opis wygenerowany automatycznie | What are the negative aspects of the current situation, issue or problem?  *Obraz zawierający clipart, kreskówka, symbol, design  Opis wygenerowany automatycznie* |
| How does everyone feel about the current situation, issue or problem?  *Kapelusz skrzata* | Can we do this a different way?  How can we think outside the box about this issue?***Obraz zawierający clipart, Grafika, kreskówka  Opis wygenerowany automatycznie*** | What conclusions or summaries can we make in moving forward on the issue or problem?  ***Kapelusz skrzata*** |

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| **White hat** | **Yellow hat** | **Black hat** | **Red hat** | **Green hat** | **Blue hat** |
| Facts | Benefits | Cautions | Feelings | Creativity | Process |
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