

The background is a dark, abstract composition of swirling blue and black patterns, resembling ink or smoke in water. A large, white, circular outline is centered on the page, framing the text.

# Cultural Intelligence for Law Enforcement

The Deeper Dive

# Major Points

- What is Community Policing
  - What is its place in LE?
  - What is its place in the community?
    - Who does it affect?
      - Stakeholders
    - Whose is responsible?
      - It's not just LE
    - How can we enhance it?
      - The Path
    - Are there any truths?
      - There are five


# the 70:20:10 model



70%

A large orange circle containing the text '70%'. The background of the slide features a faint image of a person working at a computer.

LEARN & DEVELOP  
THROUGH  
EXPERIENCE



20%

A medium-sized orange circle containing the text '20%'. The background of the slide features a faint image of two people in a meeting.

LEARN & DEVELOP  
THROUGH  
OTHERS



10%

A small orange circle containing the text '10%'. The background of the slide features a faint image of a person at a desk with a computer.

LEARN & DEVELOP  
THROUGH  
STRUCTURED  
COURSES & PROGRAMS

# James 2:17

17 Thus also faith by itself, if it does not have works, is dead.

“ Faith w/o Works, is dead!”

# Four reasons:

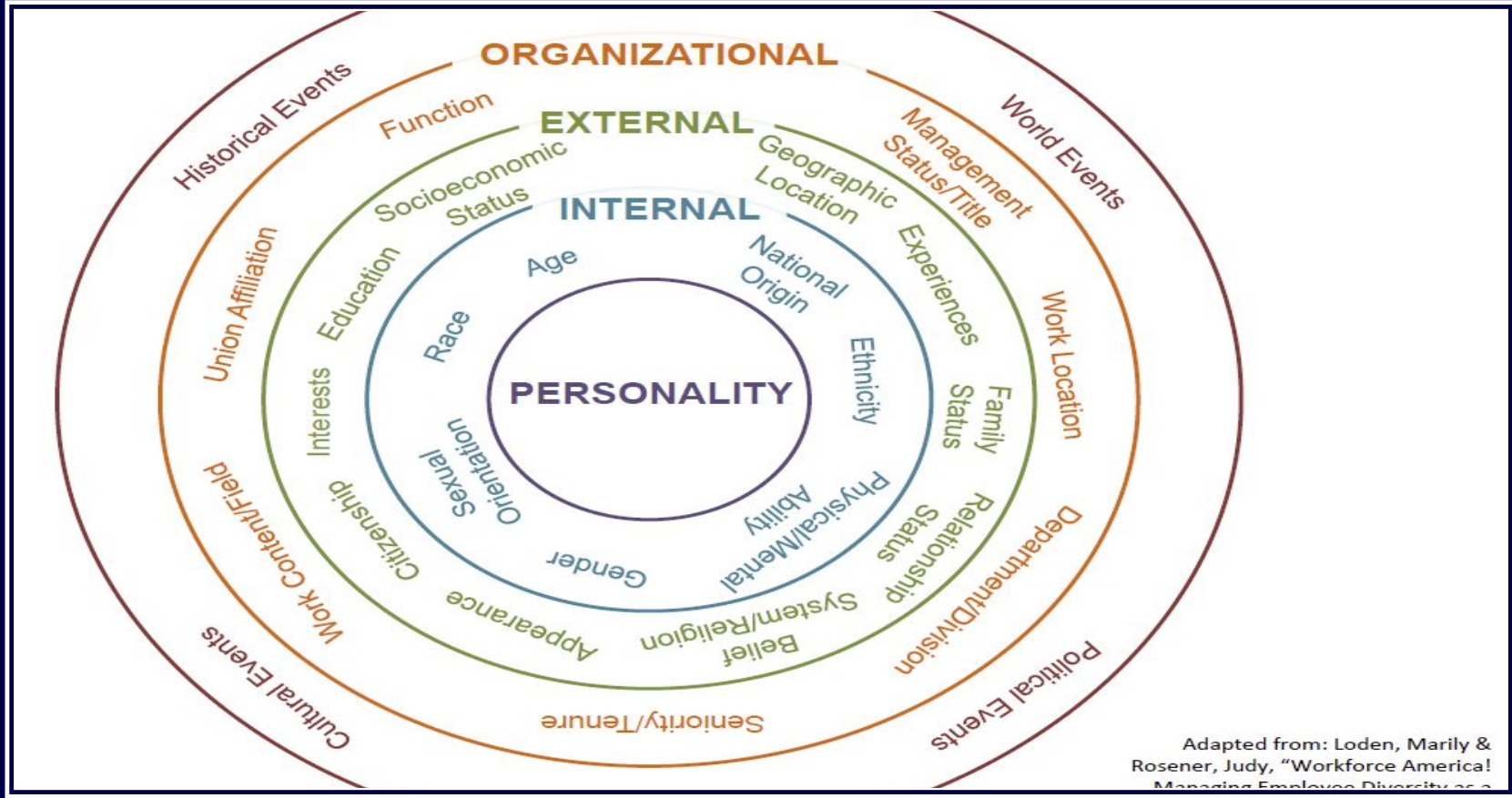
1. Training content lacks personal relevance

2. Lack of employee input.

3. One off training

4. Not tracked or measured





Adapted from: Loden, Marily & Rosener, Judy, "Workforce America! Managing Employee Diversity as a Strategic Advantage"





- Education
- Race



Leadership RESPECT  
transparency Legalization warrior vs guardian  
Community Relations  
**PUBLIC TRUST** MEDIA PORTRAYAL  
POLICE LEGITIMACY POLICING  
CULTURE USE OF FORCE  
TRAINING OFFICER SAFETY  
Unrealistic Expectations  
MENTAL HEALTH authority

# Buffalo cop at the heart of community Dover police expanding community policing, testing body cameras in 2021

By ROMAN BATTAGLIA • DEC 31, 2020

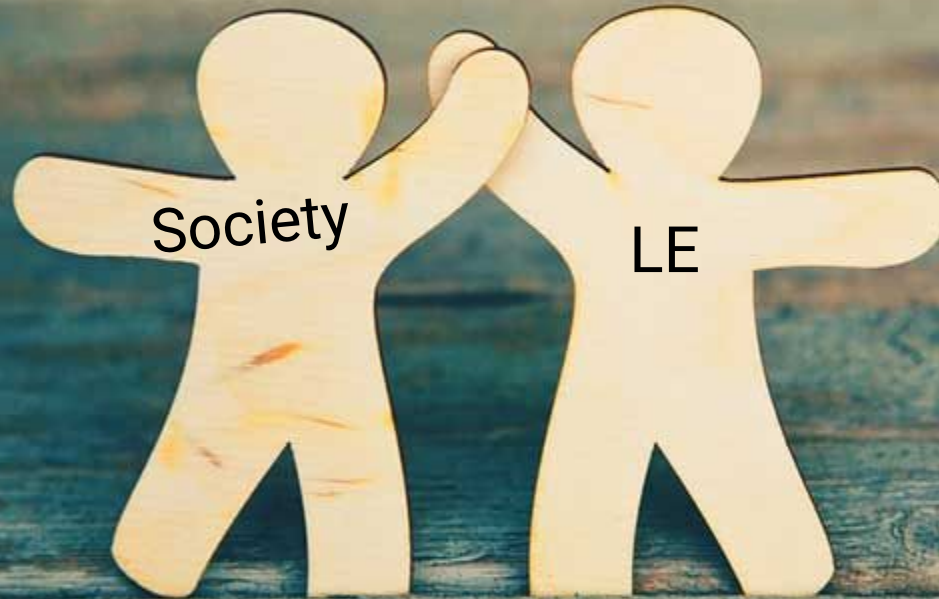


## Community control of police – an idea whose time has come

Briefly defined, community control means active citizen involvement in the policies, hiring and oversight of police.



# Metro v. Suburban v. Rural





Kelling, G. (2015). Don't blame my broken windows theory for poor policing. *Politico Magazine*.

- “First of all, *broken windows* was never intended to be a high-arrest program”
- “Second, few people go to jail for broken-windows offenses.”
- “Third and finally, if the benefits of stop, question, frisk and broken-windows policing activities are to be reaped for the benefit of a community in lowered crime and safer streets, police must have the strong support of that community”
  - #2 -The ability of the police to perform their duties is dependent upon public approval of police actions
- Police will only become legitimate in their eyes through their own respectful and non-biased behavior.





**SO WHAT DOES ANY OF THIS  
MEAN?**



**I'M CONFUSED**

[memegenerator.net](http://memegenerator.net)



What should  
new officers  
bring with  
them?

# Learning Objectives For Professional Peace Officer Education

Minnesota Board  
Of  
Peace Officer Standards and Training



July 27, 2017

What are  
current  
officers  
(leadership)  
doing to  
enhance the  
relationship?



# Category 1 - Core competencies

<b>Category One: Core Competencies</b> .....	Pages 7-12
1) Communication .....	7
2) Ethical Reasoning .....	7
3) Critical Thinking, Logical Reasoning and Problem Solving .....	8
4) Decision Making and Discretion .....	8
5) Philosophy of Effective Citizenship and Community Service.....	9
6) Recognizing and Valuing Diversity and Cultural Differences.....	9
7) Professionalism, Teamwork and Leadership .....	10
8) Officer Survival, Safety and Health .....	11

[Link](#)

[Link 2](#)



# Main Goal:

- Move Beyond Minimum Compliance -
  - Recognizing and Valuing Community Diversity and Cultural Differences to Include Implicit Bias Training.
    - Demonstrate understanding of race relations and their impact on policing practices.
    - Demonstrate understanding of implicit and explicit bias.
    - Demonstrate understanding of impartial policing.

[Link](#)

The background is an abstract composition of vibrant blue and deep red colors. It features intricate, swirling patterns that resemble ink splatters, brushstrokes, or perhaps microscopic organisms. The colors are layered and blended, creating a sense of depth and movement. The overall effect is dynamic and visually striking.

# **Training vs. Commitment**

5.6 million

# Cultural Intelligence is.....

An Individual's ability to function and adapt effectively in culturally diverse settings.

Earley & Ang 2003

# MMPI

Minnesota Multiphasic  
Personality Inventory





# Cultural Intelligence is.....

An Individual's ability to function and adapt effectively in culturally diverse settings.

Earley & Ang 2003

## Cultural Competence

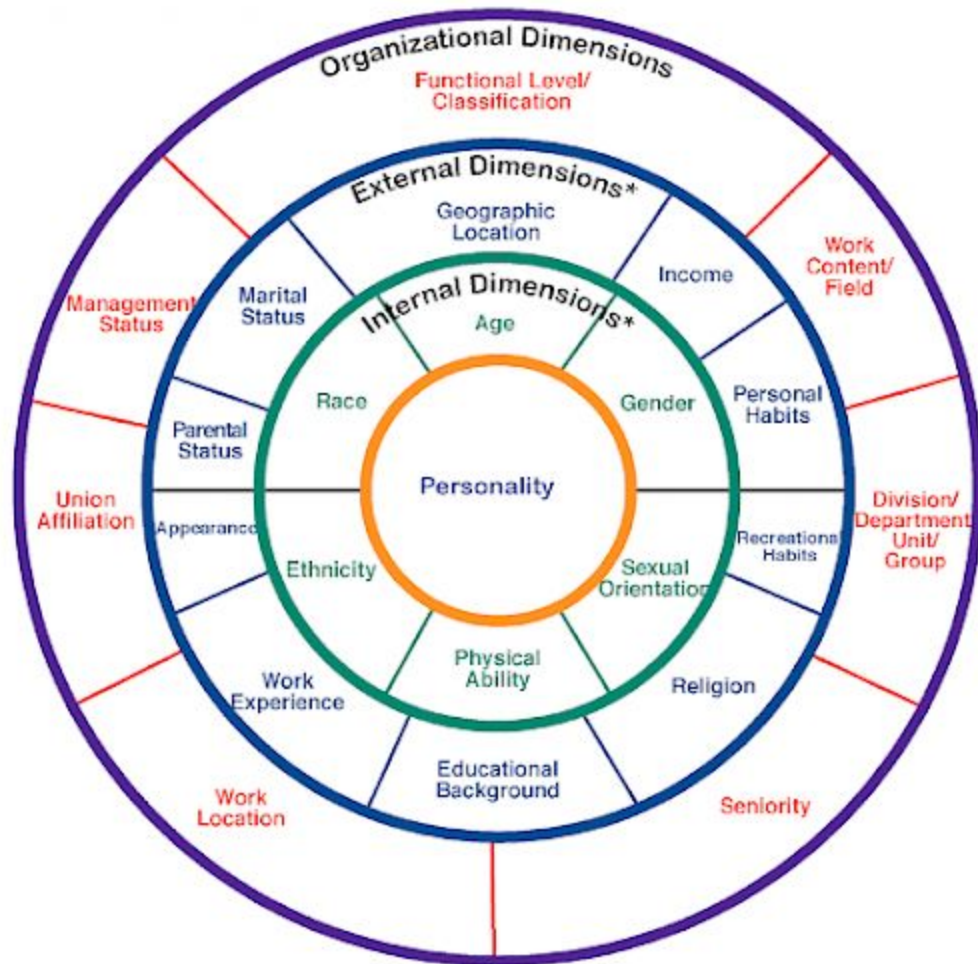
- knowing the background of cultures
- Attitude: feeling as if you know everything there is to know
- knowing a culture's values
- self-awareness
- concrete, finite set of facts
- impartial

## Cultural Humility

- working with difference
- addressing inequalities
- working collaboratively
- bringing our own stories to the situation
- critical self-reflection
- ongoing learning, understanding, curiosity
- Attitude: being vulnerable, humble, knowing that you do not have all the answers
- a lifetime commitment
- love, passion, empathy, equality
- reducing negative power relations

# Culture

- is a process that continues throughout a person's life







**The Undesired Outcome.**

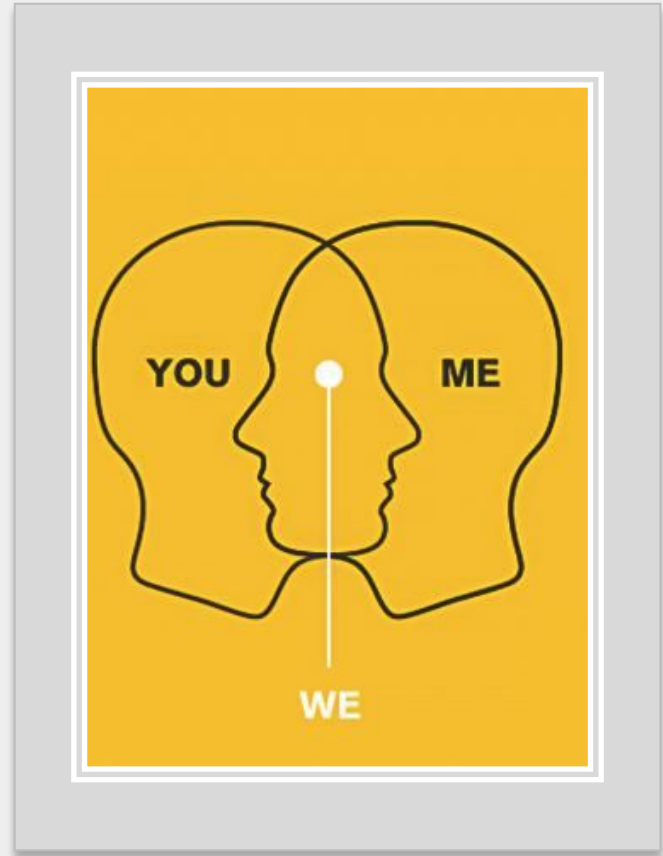
Ignoring that there is a difference  
between all of us. There always  
will be and always has been.

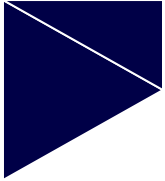


**WAIT WAIT WAIT.**

# Empathy

Empathy is the ability to understand and feel other people's thoughts and emotions as if they were our own.



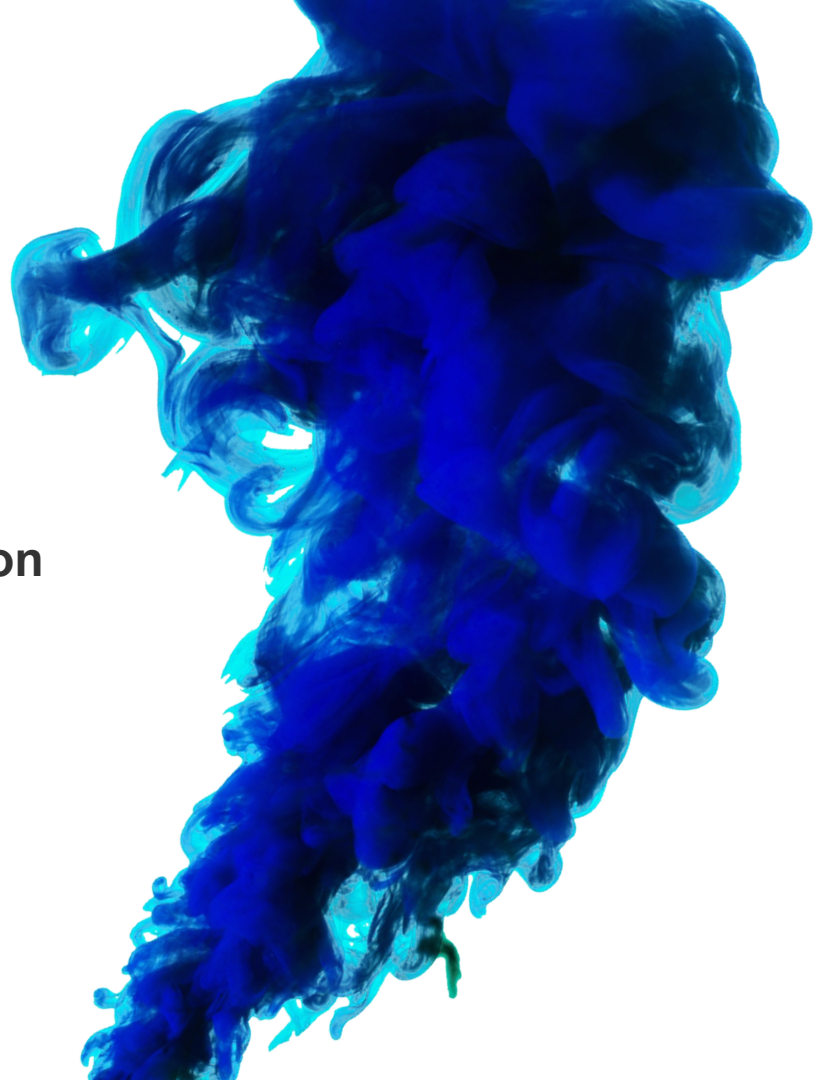


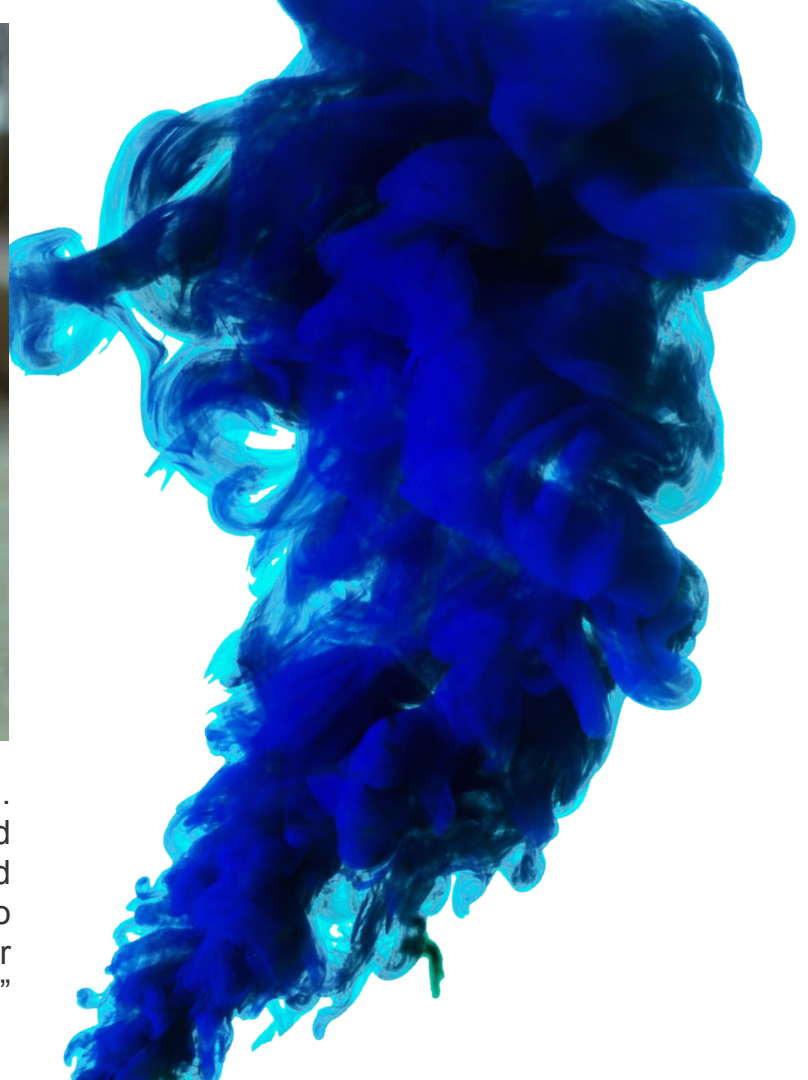
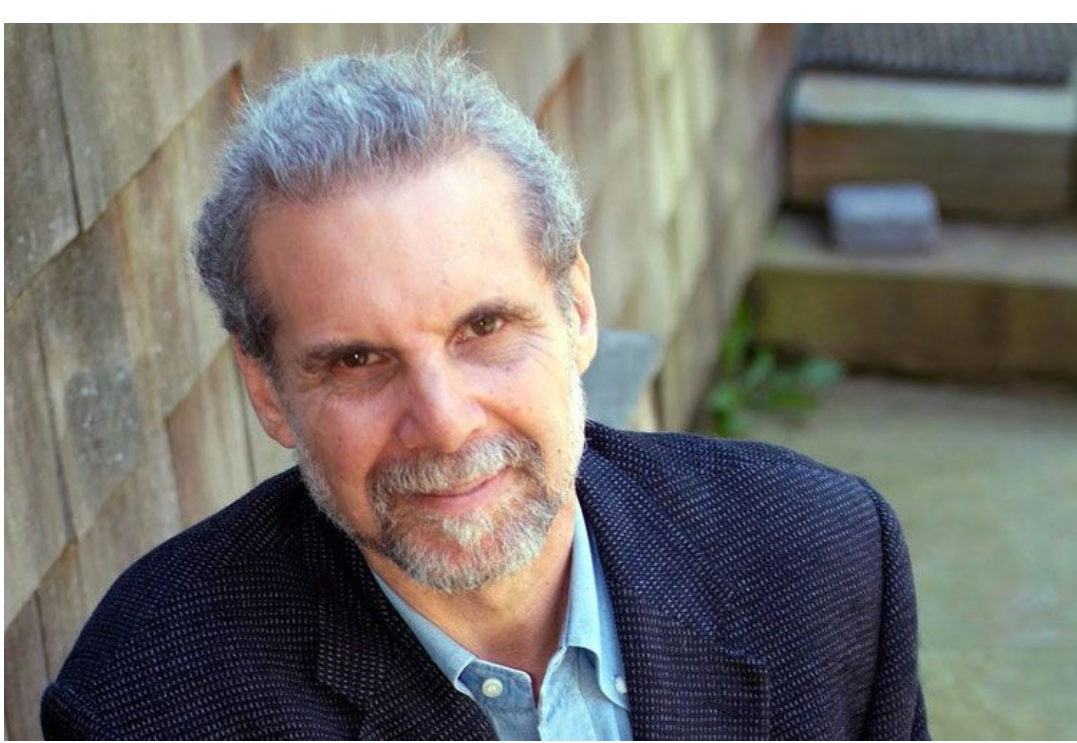
# Three Types:

- **Cognitive empathy** is the ability to understand how a person feels and what they might be thinking.
- **Emotional empathy** (also known as affective empathy) is the ability to share the feelings of another person.
- **Compassionate empathy** (also known as empathic concern) goes beyond simply understanding others and sharing their feelings: it actually moves us to take action, to help however we can.

# It can be hard:

- **Empathy and Nature and Nurture**
  - **Empathy and Distraction**
- **Empathy and Self-Absorption**





“Self-absorption in all its forms kills empathy, let alone compassion. When we focus on ourselves, our world contracts as our problems and preoccupations loom large. But when we focus on others, our world expands. Our own problems drift to the periphery of the mind and so seem smaller, and we increase our capacity for connection - or compassionate action.”



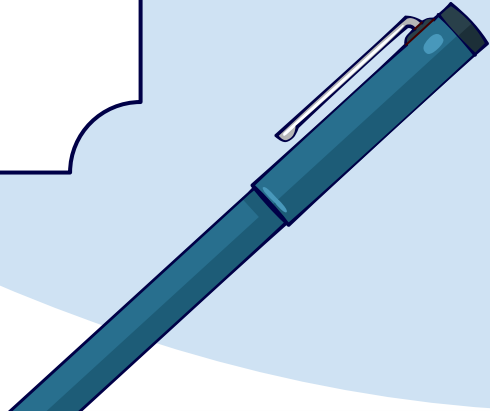



# James 2:17

17 Thus also faith by itself, if it does not have works, is dead.

“ Faith w/o Works, is dead!”





**A fish doesn't  
know he needs  
water until he's  
pulled from it!**



ZFL



# Quick test:


**MN 609.066**

Careless driving  
/ Reckless  
Driving

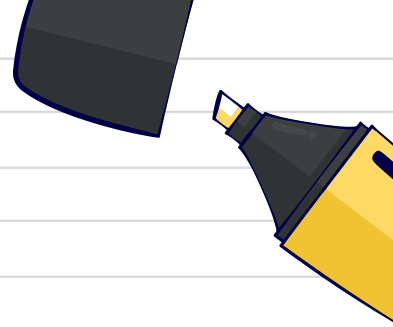
171.24

21 ft  
rule

609.52



# CQ Drive / Motivational



What is it:

- Motivation and confidence in working with other cultures and outside of your comfort zone
- **The ability to interact WITHOUT prejudice.**
- Level of satisfaction/perception
- **Do you think you can learn anything from someone else or do you settle for only those like you?**
  - I think you can and want to
- **If you don't think it can be fun, educational, and beneficial for you to be around other cultures, you're probably never going to get any positive results!**

# Con't

- Measures the level of interest, drive and energy needed to adapt cross culturally
- The ability to engage and preserve through intercultural challenges is one of the most novel and important aspects.
- Those with high levels can teach others.



# Cultural Agility



A set of competencies that ensure people can anticipate, move and adapt!



TELL  
ME  
WHY



# Table of Contents

## Intrinsic Motivation

Internal Drive

## Extrinsic

What's in traffic?

$$a^2 + b^2 = c^2$$

## Self - Efficacy

Who Am I? / Confidence

## Conclusion

Suggestions



# The internal / Intrinsic

---

- The degree in which you derive enjoyment from culturally diverse situations
  - Are you actually interested?
  - Internal motivation/Deep interest

# Extrinsic

- External interest, benefits from culturally diverse stimuli or experiences
- May be good for their future?
- Ability to recognize a plus!
- Who is doing what around me!!!!



# Self- Efficacy

- The confidence that a person has about being effective in intercultural encounters.
- Confidence to deal with intercultural situations if they arise!!!
- Do you know yourself!!



# Research:

MacNab, B. R., & Worthley, R. (2012). **Individual characteristics as predictors of cultural intelligence development: The relevance of self-efficacy.** *International Journal of Intercultural Relations*, 36(1), 62–71.

# Why it matters?

- Boost our resilience
- Overcome any bias
- Improve relationships



# Conclusion

1. LE and Society need to be honest with self and each other?
2. Eat and Socialize, identify the experience
3. Whats my level.....?





**Knowledge!!**

# Cultural Intelligence - Knowledge goals:

- Create a rich, well- organized understanding of culture.
- **How does it affect the way people behave?**
- We should all be striving to build a repertoire of knowledge concerning how cultures are alike/different.





# What does CQ Knowledge refer to:



- How well do you understand how well culture influences others?
  - How they think?
  - How they behave?
  - What their values are?
- What similarities / differences between cultures?

**What do you know about other cultures ?**


**What do you know about your own??**

# Over the years:

Cross, T., Bazron, B., Dennis, K., & Isaacs, M., (1989). ***Towards A Culturally Competent System of Care, Volume I.*** Washington, DC: Georgetown University Child Development Center, CASSP Technical Assistance Center

Cultural competence is a set of congruent behaviors, attitudes, and policies that come together in a system, agency or among professionals and enable that system, agency or those professions to work effectively in cross-cultural situations.

# Today:



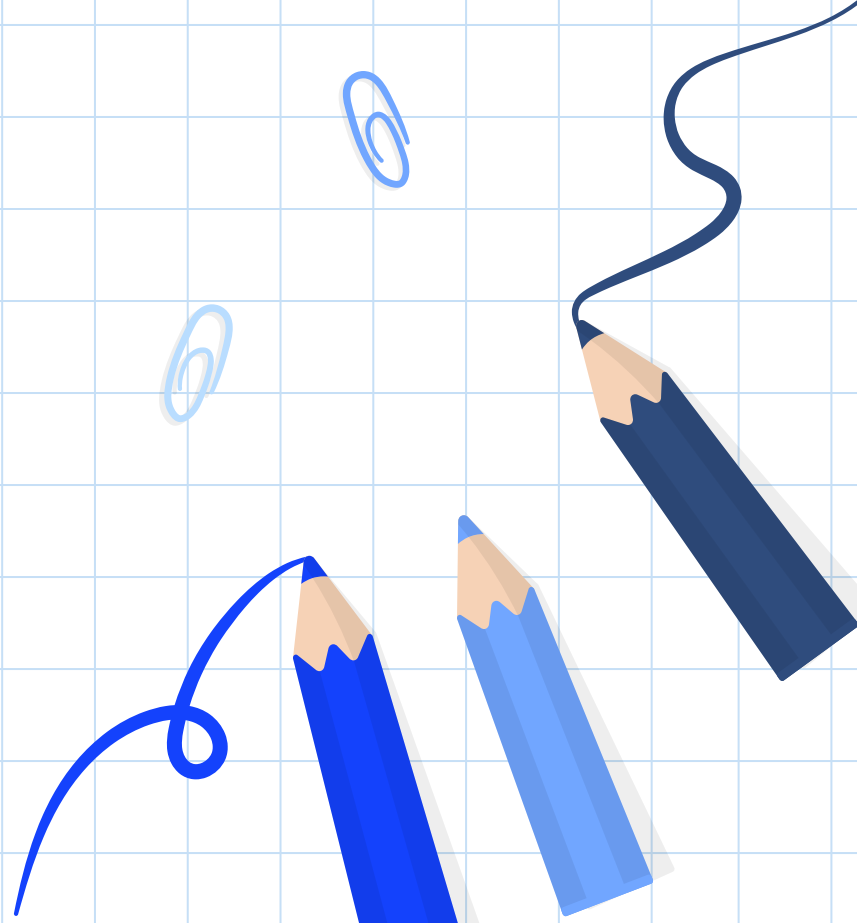
Trice Jr., T. L., Oudshoorn, N.-D., Rose, P., & Smith, C. (2019). Law Enforcement Leadership Through the Eyes of a Citizen: “Why ‘Real’ Leadership, Cultural Competency and Empathy Matter.” *Polygraph*, 52(4), 53.



“The integration and transformation of knowledge about different cultures into possible standards, practices and attitudes used in appropriate cultural settings to increase the quality of response from police officers”

# Basics of knowledge:

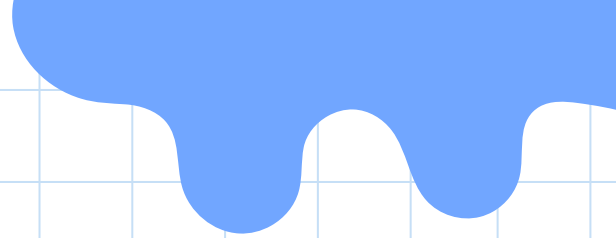
- Requires knowledge of culture and of the fundamental principles of cross-cultural interactions. This means knowing what culture is, how cultures vary, and how culture affects behavior.



Let's talk about politics  
to get our heart  
rates up.



someecards



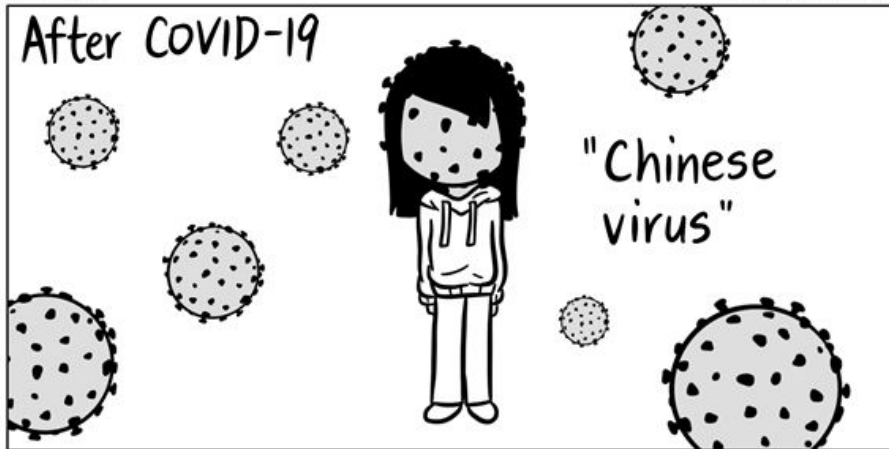
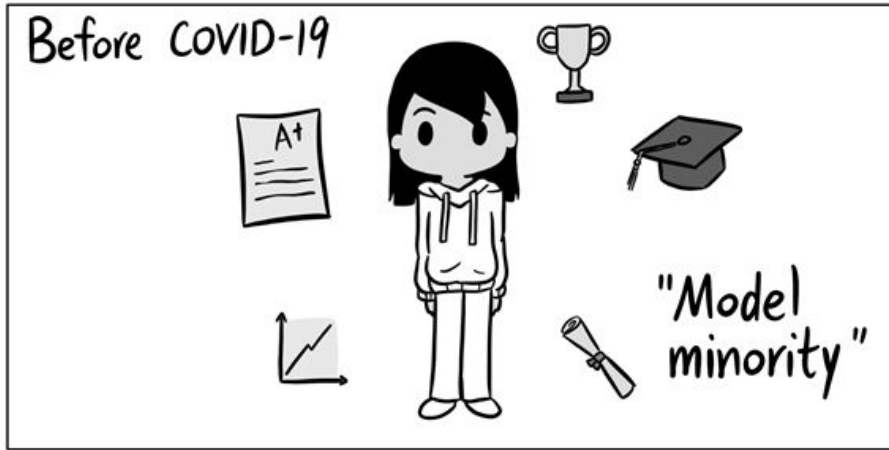


# History -

- Blacks were the only migrants to the U.S. forced to come against their own will,
- Slave carries negative connotations of "inferior being;" under the domination of other people.
- Slaves counted as three-fifths of a person during census-taking.
- Racist ideas born of slavery persist today.
- Colonists created "slave patrols."
- Segregation and other highly discriminatory laws were enforced by the police.
- Civil rights protests and demonstrations were stopped by the police.

"Many of the police and African-American problems in our communities today go way back into our history. Some of the issues can be traced directly from the Civil War reconstruction era, in slavery days, when police and the military were required to return runaway slaves."

Patton, 2009



- January 9th, 1966
- The New York Times
- "Japanese cultures have a strong work ethic and family values which, consequently, prevent them from becoming a "problem Minority."

**49 countries**





- Provide examples of terms, labels, and stereotypes that have been used to refer to Native Americans.
- List and discuss key issues associated with law enforcement contact with native Americans.

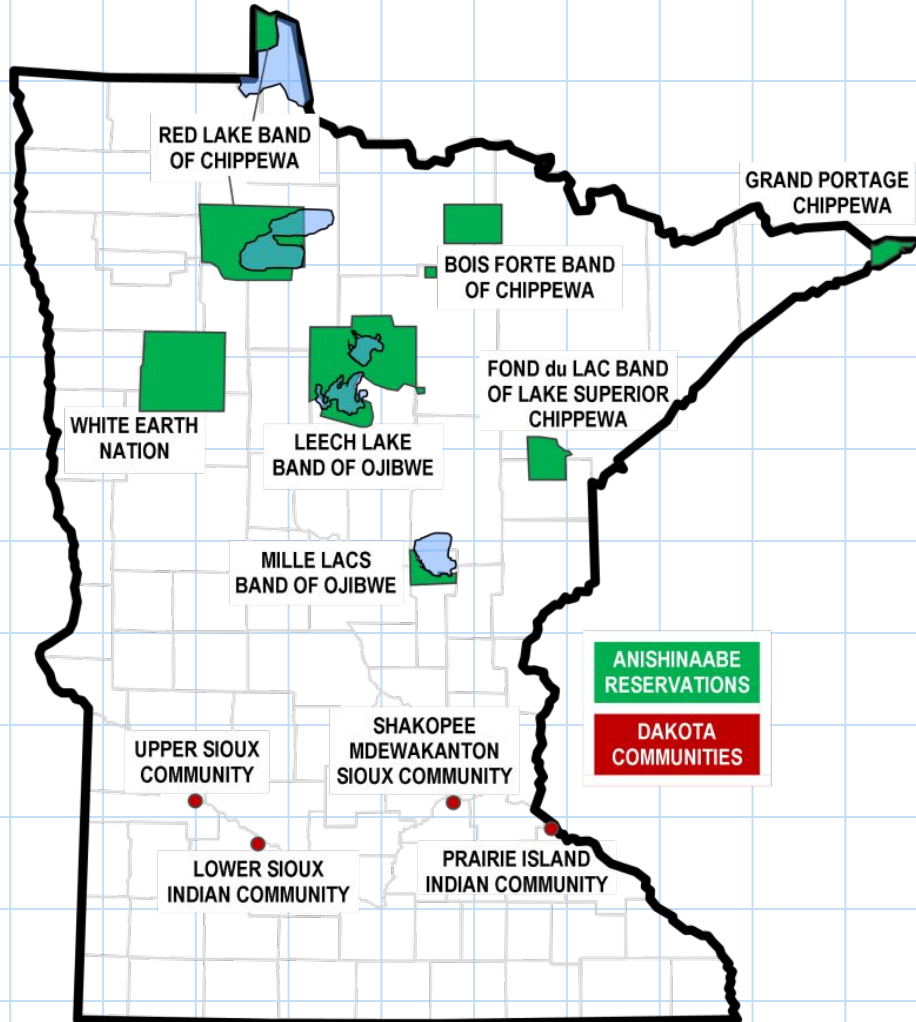
## The objectives

Describe the historical background of Native Americans, especially as it relates to the dynamic between law enforcement representatives and Indians today.

Define the terms reservation, Indian country, and federally recognized tribe.

Understand cultural commonalities shared by most Indian tribes.

Recognize characteristics of traditional Native American communication styles, including aspects of verbal and nonverbal interaction.





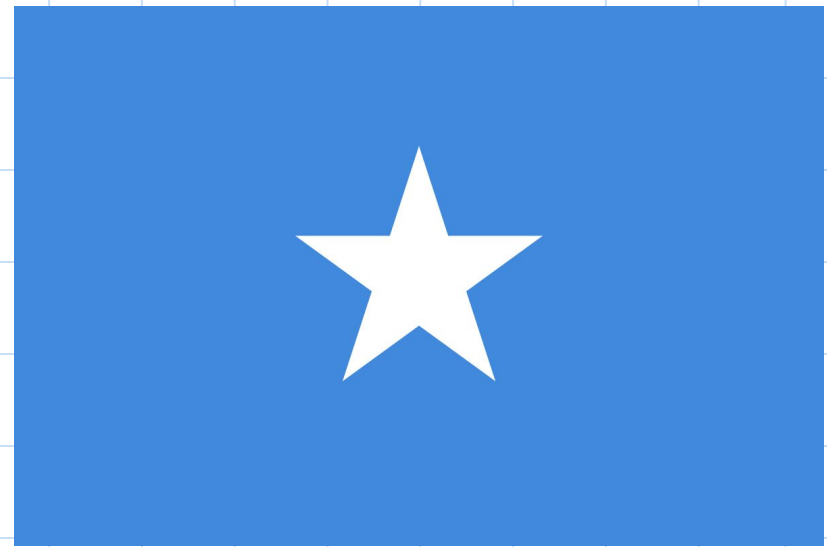
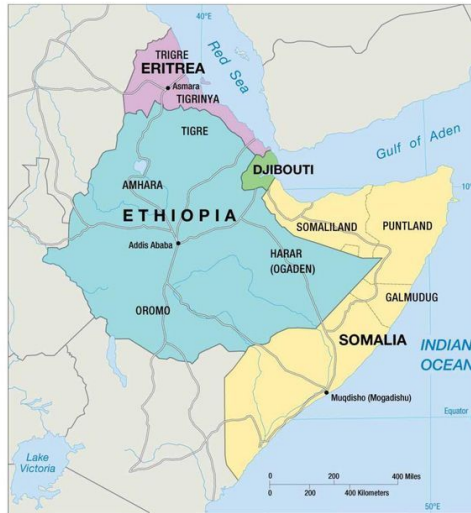
Other immigrants from 21 other countries of South and Central American, and the Caribbean have immigrated to the U.S.

- **Law enforcement agencies differ with respect to working with Immigration and Customs Enforcement (ICE).**
- Specific federal policies (i.e., 287g) allow ICE to enter into partnerships with law enforcement agencies, giving officers authority to turn in undocumented immigrants to ICE.
- **This has resulted in racial profiling, and complaints from immigrant rights groups.**
- Police Chiefs throughout the U.S. have expressed major concern about the erosion of community trust when immigration enforcement takes place by police officers.
- **“Hispanic” not a label for a racial group; individual can be white, black or Asian and still be “Hispanic.”**
- U.S. government census specifically distinguishes “Hispanic” and “Latino” as terms to define ethnic origin and not a person’s race.

- Independence day
  - Independence from who?
- Language:
  - Somalian AND Arabic
- Religion
  - Islam?

## Somalia

- Somalia contains six major ethnic groups known as clans.
- With the collapse of a national government in Somalia, various clans and sub-clans claimed control over portions of the country.
- In 1992, US attempts to intervene to protect the delivery of food aid





# Main Goal:

- Move Beyond Minimum Compliance -
  - Recognizing and Valuing Community Diversity and Cultural Differences to Include Implicit Bias Training.
    - Demonstrate understanding of race relations and their impact on policing practices.
    - Demonstrate understanding of implicit and explicit bias.
    - Demonstrate understanding of impartial policing.

[Link](#)

Who are we  
interested  
in?

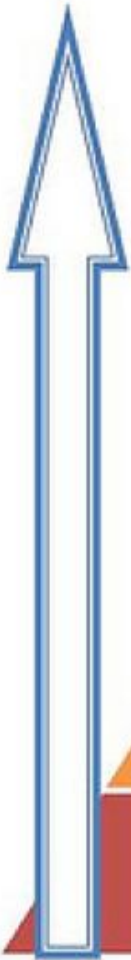
If you can't laugh at  
yourself, I'll do it for  
you.



your  cards  
someecards.com



















**WHAT DOES JAMES  
*MEAN WHEN*  
HE SAYS FAITH  
WITHOUT WORKS IS  
DEAD IN JAMES 2:17?**



# FEAR OF PUBLIC SPEAKING

What you can do to become an effective public speaker



-  Recognize your fear
-  Practice and Prepare in advance
-  Use audio aids
-  Practice in front of another person or group
-  Know your audience
-  Use creative visualization
-  Seek professional help
-  Gauge the audience's reaction
-  Organize yourself
-  Exercise and practice breathing
-  Practice in front of a mirror
-  Dress well and wear a smile
-  Pick a subject you know
-  Watch your tone and speed
-  Don't fear moments of silence
-  Turn off the lights



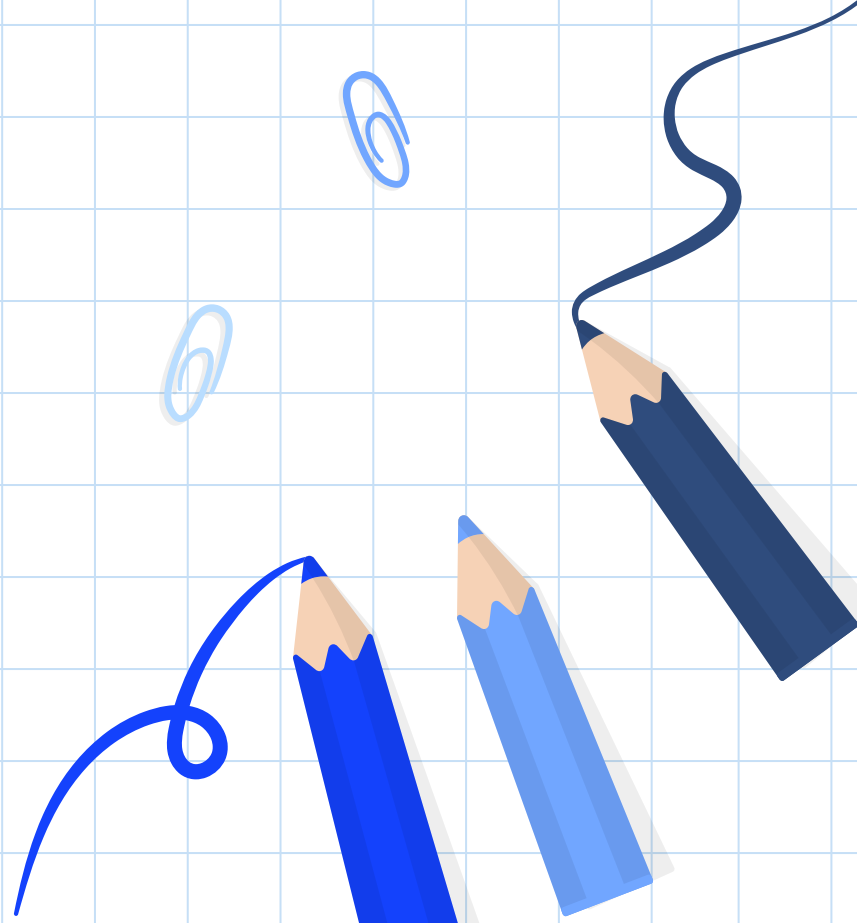
NT  
MBERT



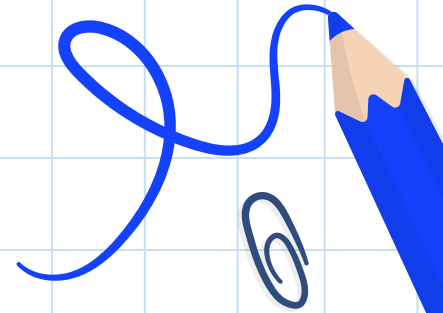


# Basics of knowledge:

- Requires knowledge of culture and of the fundamental principles of cross-cultural interactions. This means knowing what culture is, how cultures vary, and how culture affects behavior.



# How can it be learned:



Content Knowledge

Process Knowledge

Cognitive Influence

Motivational Influence

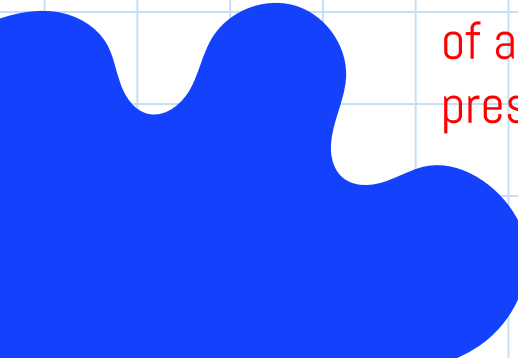

Mindfulness





# Mindfulness



- Mindfulness is a key linking process between knowledge and action and the aspect of this conceptualization of CQ that may be the most novel.
  - Mindfulness is fundamentally a heightened awareness of and enhanced attention to current experience or present reality.
- 
- 

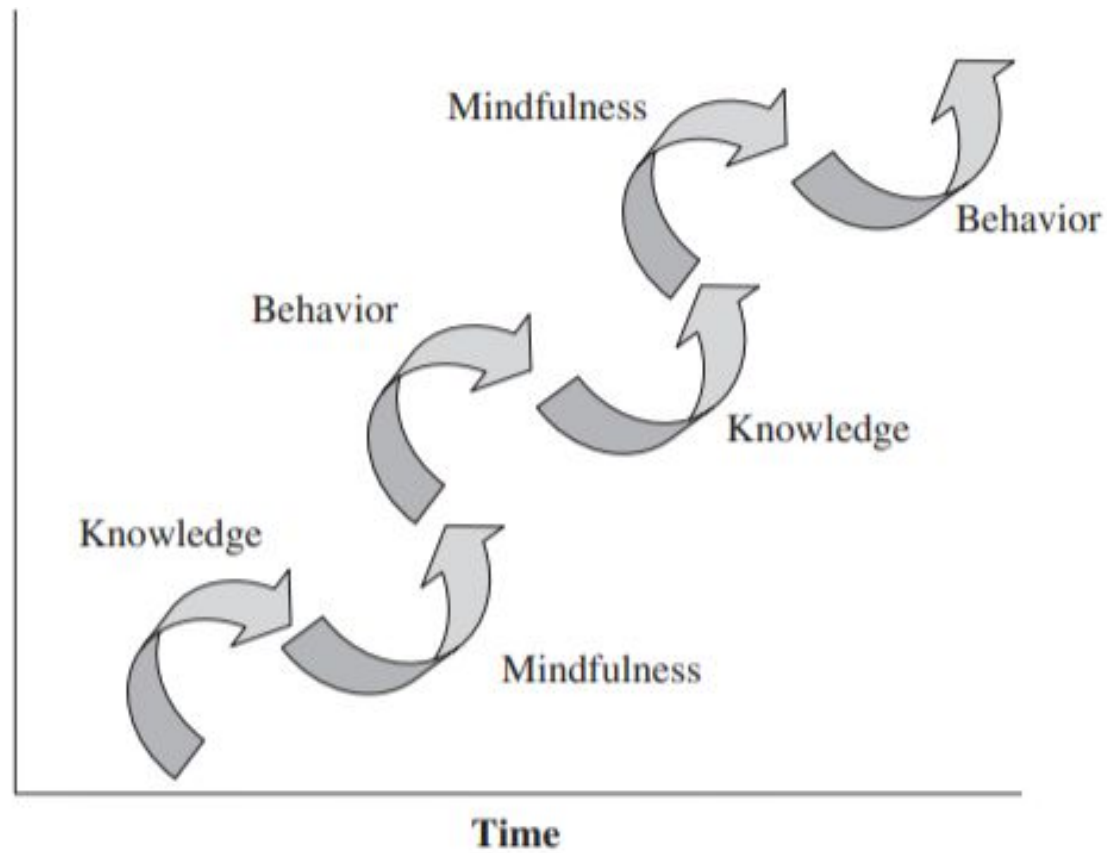
# The mindfulness means the following:

- Being aware of our own assumptions, ideas, and emotions; and of the selective perception, attribution, and categorization that we and others adopt
- Noticing what is apparent about the other person and tuning in to their assumptions, words, and behavior
- Using all of the senses in perceiving situations, rather than just relying on, for example, hearing the word that the other person speaks
- Viewing the situation from several perspectives, that is, with an open mind
- Attending to the context to help to interpret what is happening;

# Con't

- Creating new mental maps of other people's personality and cultural background to assist us to respond appropriately to them
- Creating new categories, and recategorizing others into a more sophisticated category system
- Seeking out fresh information to confirm or disconfirm the mental maps
- Using **empathy**—the ability to mentally put ourselves in the other person's shoes as a means of understanding the situation and their feelings toward it, from the perspective of their cultural background rather than ours (Gardner, 1995; Langer, 1989).





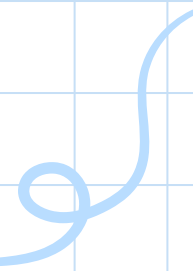

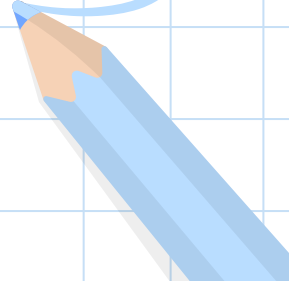
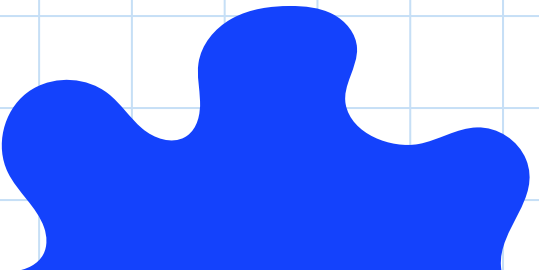
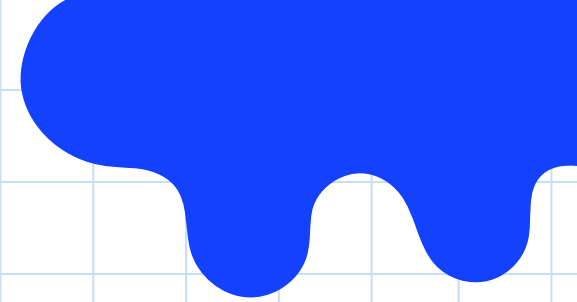

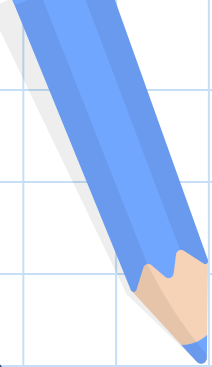
Daddy may get the biggest piece of meat, but Mommy gets the middle cinnamon roll.



someecards  
user card








Culture

# Law Enforcement:

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So what does being a good officer /  
deputy mean across cultures?

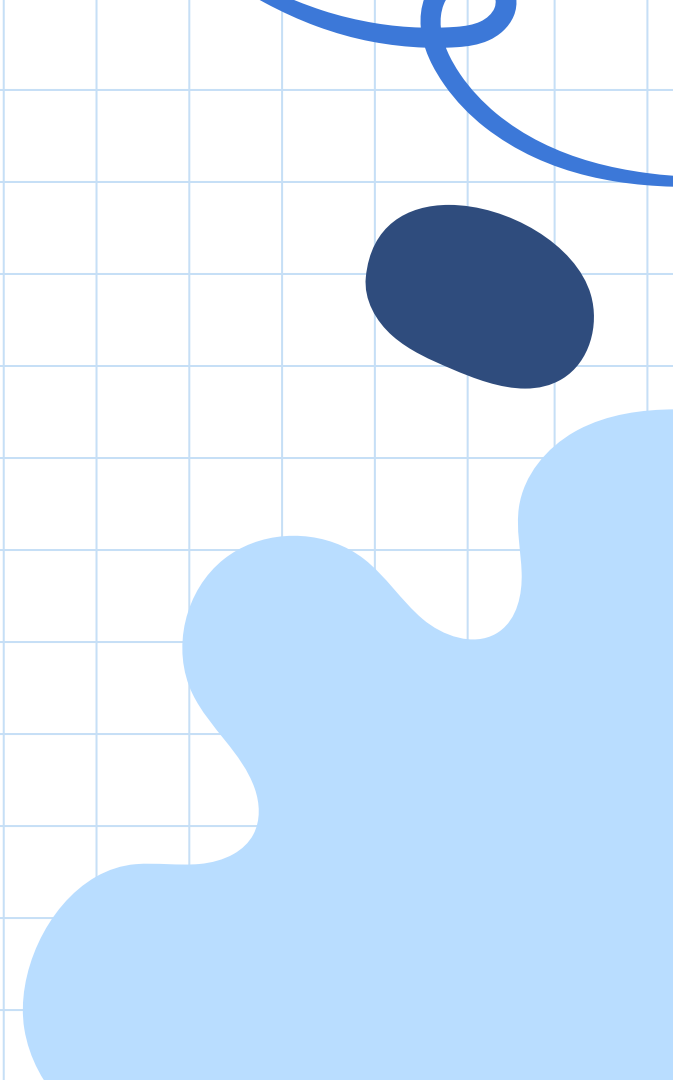
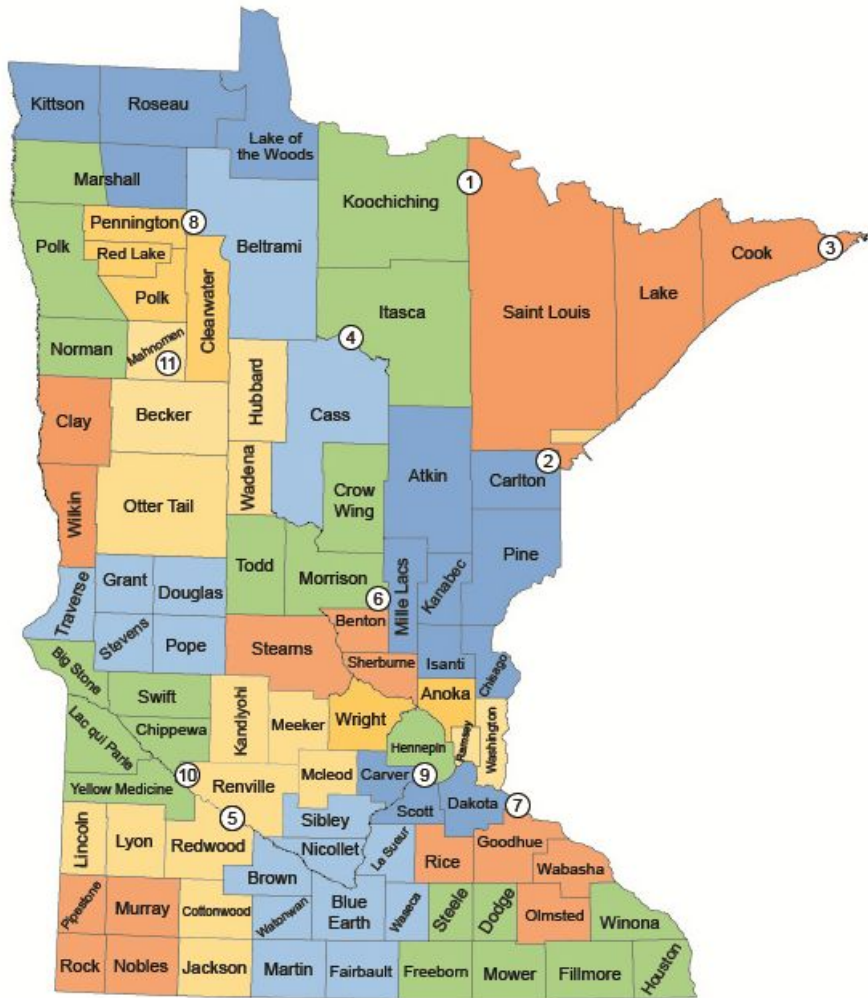
- Core cultural differences, such as values, assumptions, and beliefs, are generally hidden, but they tend to cause the most problems.
- How do you ascertain what these are in your interactions?



We cannot  
ASSume.....

.....

# Cultural value orientations



80/20

# THE 80-20 RULE





# Growth

- Between 2010 and 2018, the fastest growing racial group in Minnesota was the Black or African American population, which grew by 36%, adding more than 96,500 people.
- Second fastest was the Asian population, which grew by 32%, adding 69,800 people, followed by the Hispanic or Latin(x) population, which grew by 24%, adding 59,000 people.

## CQ Knowledge.....

- Helps prepare you for intercultural interactions!!!
- How much time should be geared towards relationship building?
- Is there a hierarchy?
- It doesn't mean that you know every detail!
- STOP BEING TOLD HOW TO LEARN!!!!
- Get proactive!

# Questions:

- What opportunities do you see currently within your professional circle for growth?
- Three Step process:
  - 1. "Make a list of all you can do to make sure that you achieve the worst result imaginable with respect to your top strategy or objective."
  - 2. "Go down this list item by item and ask yourselves, 'Is there anything that we are currently doing that in any way, shape, or form resembles this item?' Be brutally honest to make a second list of all your counterproductive activities/programs/procedures."
  - 3. "Go through the items on your second list and decide what first steps will help you stop what you know creates undesirable results?"



A man with grey hair, wearing a dark suit, white shirt, and patterned tie, is speaking into a microphone. He has a determined expression and his right fist is raised in the air. The background is a large, dark crowd of people, some of whom are wearing blue and white clothing. The scene appears to be a public event or a political rally.

**IT'S TIME**


---

**Policing is a team sport!**

---

slido

# Why don't we train comm skills like firearms?

 Start presenting to display the poll results on this slide.

## Reasons for training Comm Skills:

- Reduce incidents of conflict
- Reduce incidents of violence
- Improve citizen satisfaction
- Lower rates of complaints
- Reduce litigation costs
- Reduce incidents of workplace injury
- Improved morale





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# **P.O.S.T. Objectives for - Section 1**

1.1.1. Describe how perception, sympathy, empathy, compassion and respect affect peace officer communication.

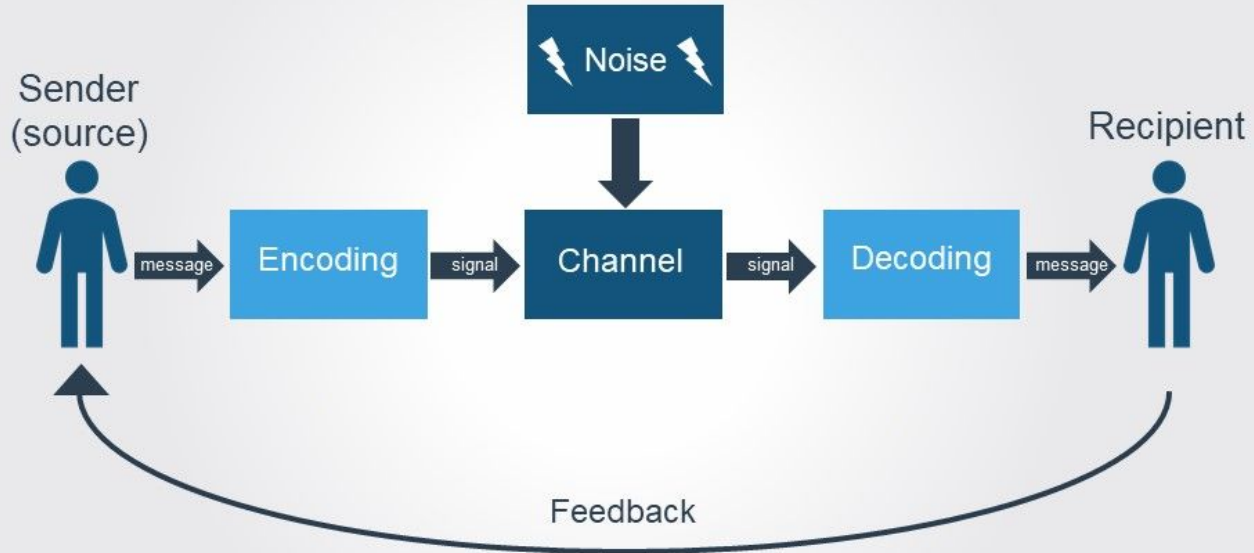
**1.1.2. Discuss barriers to clear communication, e.g. language, stress, bias, lack of common cultural understanding.**

**1.1.3 Use and interpret verbal and non-verbal cues to enhance interpersonal communications**

1.1.4. Describe and demonstrate active listening skills including paraphrasing, reflecting meaning, and summarizing understanding to obtain and clarify information.



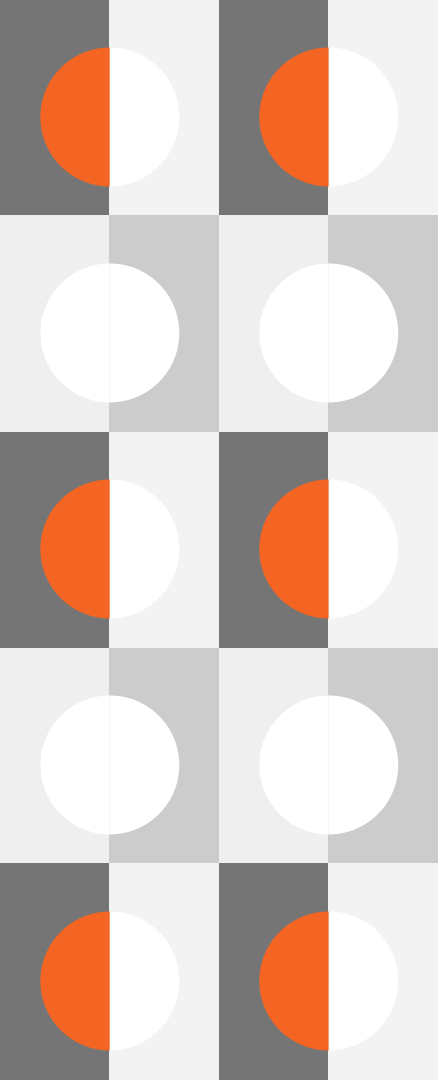
# **What is communication?**



# Noise

---

Anything that interrupts the comms cycle!

- 
- ▶ Bush, M. D., & Dodson, K. D. (2014). Police officers as peace officers: A philosophical and theoretical examination of policing from a peacemaking approach. *Journal Of Theoretical & Philosophical Criminology*, 6(3), 194-204.

- ▶ **Peace Making**
- ▶ **Touching the lives of others**
- ▶ **Peace making philosophy vs. Policing philosophy**

- McDermott, P. J., & Hulse-killacky, D. (2012). Interpersonal skills training in police academy curriculum. *FBI/Law Enforcement Bulletin*, 16-20.

## FBI LAW ENFORCEMENT BULLETIN



Since 1957 the FBI Law Enforcement Bulletin has provided information from subject-matter experts in a variety of topics of interest to law enforcement professionals around the world. Readers have relied on the Bulletin as a leading tool not only as a source of authoritative articles submitted by a wide range of practitioners.

Over the past 50 years the magazine was published in hard-copy format to over 700 libraries. With the shift "digital-first" role of the printed version, as well as its online presence, the Bulletin had an increased readership of over 300,000 unique online publications each month.

Working together with the magazine's respective online format, the Bulletin provides to 80 new, interactive, video, and audio, the online version addresses and re-imagines understanding of global issues being faced worldwide.

The *FBI Law Enforcement Bulletin* is published by the FBI. It is available to the public in hard-copy format, and online. The magazine is published by the FBI. It is available to the public in hard-copy format, and online. The magazine is published by the FBI. It is available to the public in hard-copy format, and online.



"I enjoy reading the articles every month. I have found them very informative and very useful for training purposes with my officers and classes I teach."

Brian Cunningham  
Hennock, Connecticut Police Department

"We believe that the FBI is one of the most prestigious and important venues in which we can publish."

Michael Jenkins  
University of Southern, Pennsylvania

- **Two things we do: Talk and Touch**
- **Missing piece of training**
- **“Must be Mastered”**

**LE cannot learn the background and cultural aspects of everyone!**



- ▶ **Minnesota is a very diverse population.**
- ▶ **~5.5 million residents**
- ▶ **85% Caucasian, 5% Black American, 4% Asian, 2% native, 4% latin**
- ▶ **2020 data which is now outdated**
- ▶ **Numerous cultures, numerous languages (more than 70)**

- ▶ **1. It is the common denominator that ties ALL cultures together.**

**All humans communicate, in many ways!**



- ▶ **2. It allows for an understanding of tolerance and basic human respect.**



So we must talk about communication.....

- ▶ Because
  - ▶ ...communication skills are the **most important and most difficult** skills for law enforcement professionals to master.
- ▶ AND
  - ▶ ... the ability to **BALANCE** the different aspects of the job is *critical* for everyone in the law enforcement profession.

Listening

Cultural /  
Language



Physical



How do we  
begin to shift  
thinking  
around the  
barriers?

Should  
officers use  
slag?



Psychological  
(defensiveness)

# Under stress, what is one of the first things you lose?

▶ **Ability to think clearly**

- ▶ Range
- ▶ Work outs
- ▶ Argument with a Spouse

# Five Truths of the Human Animal

## Truth #1

Communication  
is Constant

Verbal and  
Non- Verbal



## Truth #2

The  
unconscious  
is in charge

## Truth #3

- ▶ ALL people need to believe that they are viewed by others as having:

**VALUE!!!**

## Truth #4

- ▶ **We must learn to control the IDIOT!!!**
- ▶ **The goal:**
  - ▶ control,
  - ▶ redirect, and / or
  - ▶ influence other people's immediate behavior
- ▶ **Therefore we must control our own!**



# The last Truth

- ▶ Human motivation is based on 2 things:
- ▶ The desire to gain pleasure and to avoid pain.
- ▶ This is why certain citizens argue with us!

How we form  
impressions.....

Is how others do  
the same!





# Impression Formation Theory.....

- We (society) form general impressions of others based on general physical qualities, behavior, and disclosed information.

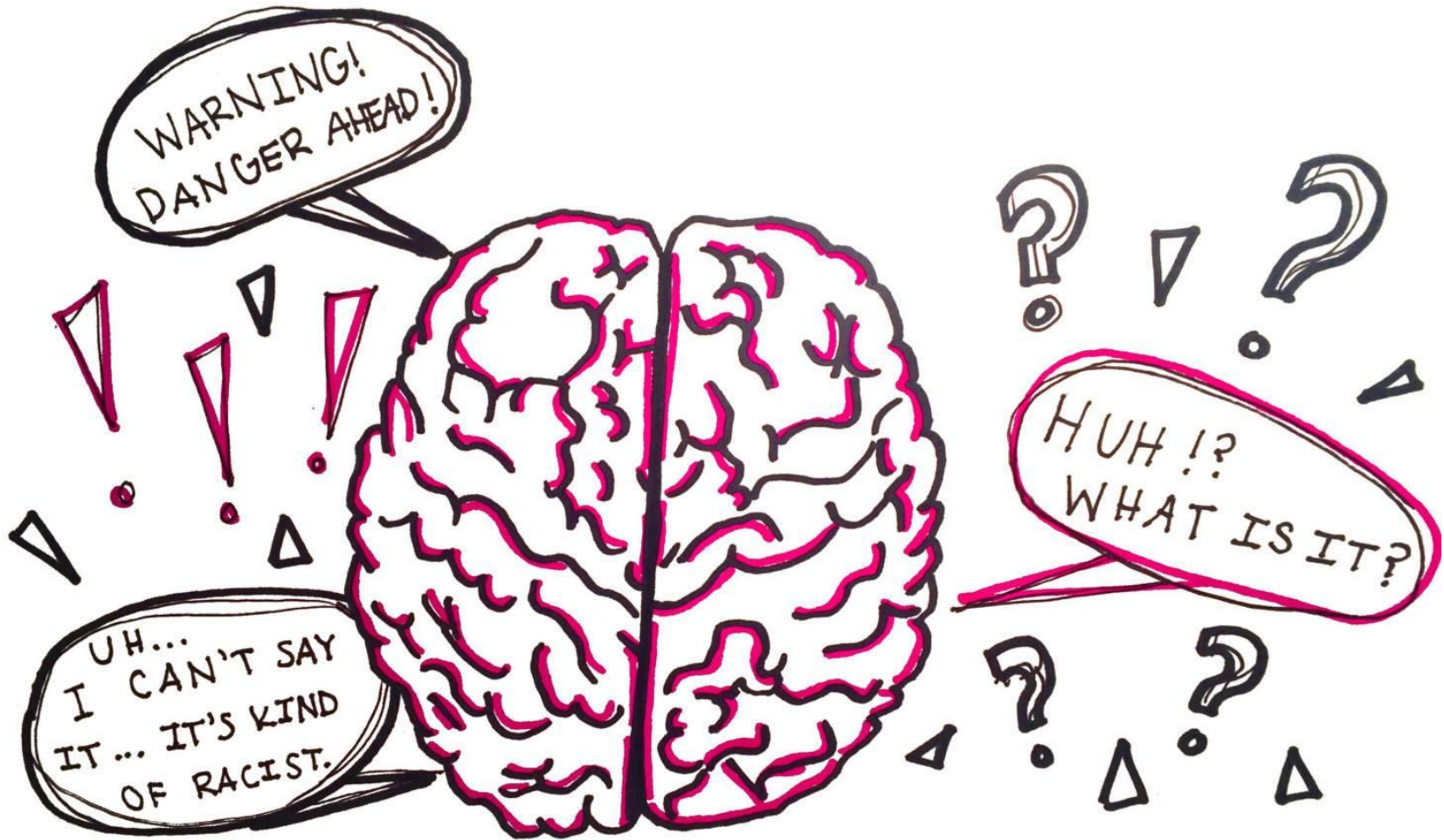


**Communication  
becomes more difficult  
the more diverse our  
society becomes!**



**LE officers are forced  
to enhance their  
listening skills**

They don't  
have a  
choice!!!



WARNING!  
DANGER AHEAD!

UH...  
I CAN'T SAY  
IT... IT'S KIND  
OF RACIST.

HUH!?!  
WHAT IS IT?

Stereotypes Prejudice  
Groups Research Behavior Beliefs  
**IMPLICIT BIAS** Subtle  
Disrespect Unconscious  
Psychologists Reaction Train  
Corporations Decisions Race  
People Social Subconscious  
Judgement Hidden Ethnicity  
Cognition Preferences Gender

slido

# Why doesn't it work!

 Start presenting to display the poll results on this slide.

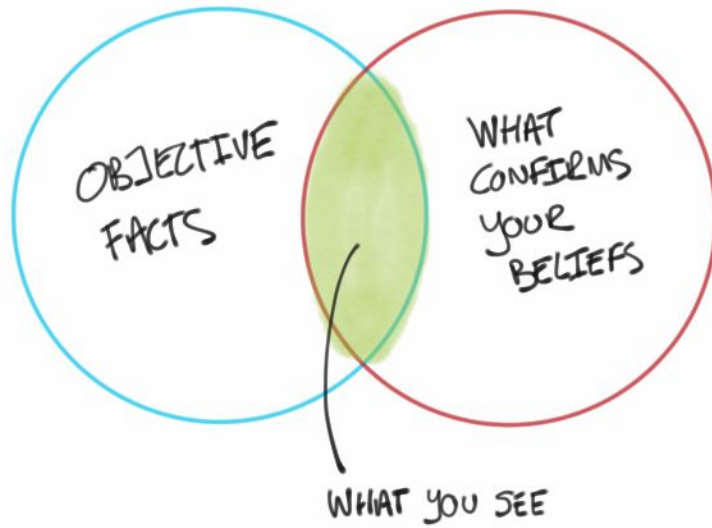
## **Layered reasons**

- Not long enough
- Feels inauthentic
- One and done
- Does not lead to a shift of behavior
- Starts with “Discomfort”
- Not consistent



# The questions:

- What does inclusion and diversity look like?
  - Envision Success
- What's holding us back?
- What needs to happen?
- What are the challenges?
- What's one thing you can do to enhance this conversation in the future?







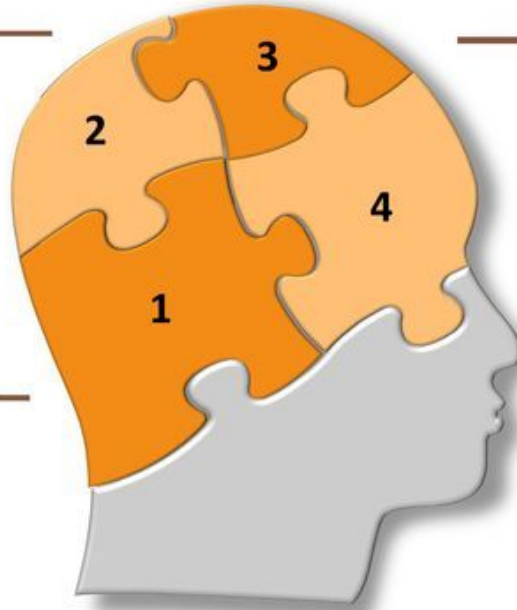
## 2) KNOWLEDGE

What one knows:  
**information as facts, experience, and insight.**



## 1) DRIVE

The **intensity (will)** and **direction (channeling)** of cognition.



## 3) STRATEGY

How one **understands one's own and other's cognition.**  
How we plan and monitor one's experience of crossing cultures to strengthen awareness.



## 4) ACTION

How one **appropriately flexes behaviors** when crossing cultures.



Source: **Soon Ang**, Center for Creative Leadership interview excerpts. Ang is co-author, *Cultural Intelligence: Individual Interactions Across Cultures*, and *CQ: Developing Cultural Intelligence at Work*.

# Strategy -

---

- The officers plan of action when confronted with diversity.
  - What is your current strategy when confronted with a “Difference?”
- How are you looking to execute!
  - What do I need to be thinking about going forward

## Three pieces -

- Planning
  - Steps to success
- Awareness
  - What's going on around you?
- Checking
  - Are my assumptions correct?



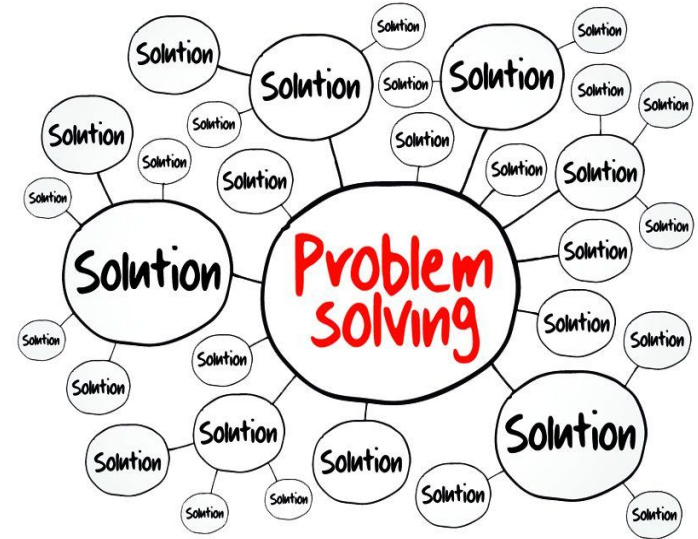
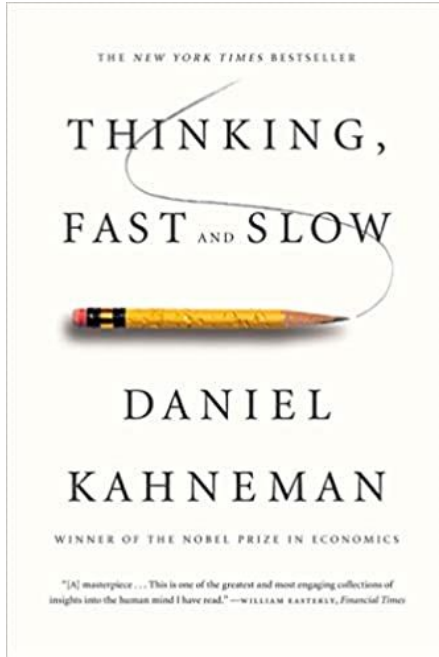
Systems



Organizational  
Analysis

---

# Lets go to the book:





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# Personal Questions:

1. What are you doing to understand your community?
2. Is it an organizational wide initiative?
3. What are you learning?
4. How are you learning it?

“The county is very diverse”

“We have no diversity in our county”

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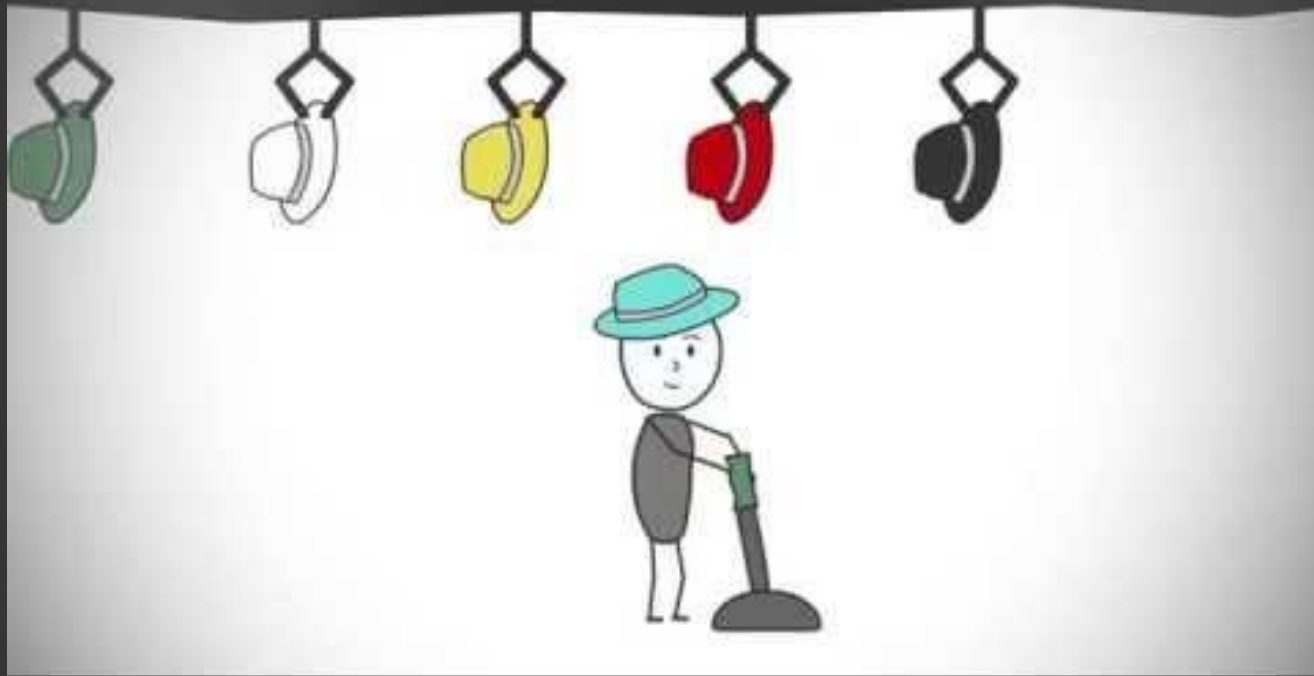
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Reflection:

Take some time to think about the different situations in which you use **Systems one** thinking, and then those in which you use **System 2** thinking. How can you consciously remind yourself to switch from system one to system two when necessary?

**TEAM**







- What is the current issue within your department?
- What knowledge and actions should you adopt personally and as an organization???

# De bono six thinking hats

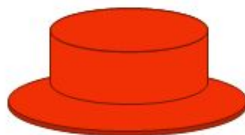
Your text here



**White hat** considers the raw data for decision



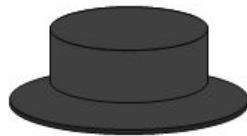
**Blue hat** control the Six hat techniques



**Red hat** considers the emotion & reaction



**Green hat** looks at new Ideas and alternatives



**Black hat** for negative and Things that can go wrong



**Yellow hat** considers Positives & benefits

---

# The Steps:

1- Drive

Motivation to move

2- knowledge

Basic understandings

3 - Strategy

Create the plan of action

4- Action

“Let’s move!”

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