

# Trauma Informed Leadership: Team Formulation – Six Hat Thinking

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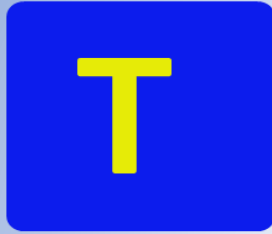
# YMCA LEICESTERSHIRE

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We provide a safe and welcoming place to live for 104 young people aged 16-25 years old at any one time. Residents stay up to two years during which time our staff give them the support they need to move towards independent living, employment, education and training. Our two main sites are located in Leicester city centre and Aylestone.

# PRINCIPLES



TRAUMA INFORMED



WORKER WELLNESS



YOUNG PERSON LED



WORKER WELLNESS



YOUTH WITH  
CAPACITY FOR  
COMMUNITY



NO WRONG DOOR

# Team Formulation: Six Hat Thinking Structure

## What is Six Hat Thinking?

Shine utilises six hat thinking as a structure for team formulations within supported accommodation settings. The Six hats encompass Shine's principles by inviting team members to collaborate and consider; the impact of trauma, the views of the young person, how the staff member is impacted, what strengths and assets the young person and team have, and what resources haven't yet been considered. We find the structure contributes to more effective team formulation session by;

Avoiding blaming or shaming the young person or staff member.

Avoiding one perspective monopolising the formulation discussion.

Providing a developmental position rather than seeing the young person/service/system as a difficult problem which cannot solved.

Inviting everyone to consider the situation from all perspectives.

Providing a process in which a team focus on their interactions with a young person, service or system.

Providing a time limited space

## Structure of a session

Prior to the session the facilitator will ask staff to put forward a case they wish to discuss. This gives time for the practitioner to gather all the information they require.



### WHITE HAT: Pure knowledge gathering, data collection & historical account

The Practitioner provides background information to the person and their situation.

This includes;

- Basic information: age, DOB, gender
- Length of time working with client.
- Other services working with the client
- Vignette to include: presenting difficulties/problems/risks.
  - Specific concerns or questions



## RED HAT: Feelings and Hunches

The participant is asked to speak about how they feel about the situation or person they are presenting.

They do not need to justify or give evidence for their feelings.

Others in the group are invited to share their feelings and hunches too.

Example: 'I don't know why but I feel on edge whenever I meet with this person alone'





## BLACK HAT: Critical negatives, judgement, risk & barriers

This hat seeks out why an idea might not work but does not seek to be a dream breaker.

The group is asked to identify any barriers to progress including cautions, risks and problems.

Example: 'Joe has a curfew from 7pm to 7am so cannot attend activities within these times'

'The Social Worker carries very different views about Sarah's ability to change which may need to be addressed'





## YELLOW HAT: Sunshine, brightness & optimism

The group is asked to explore the positives about a person or situation.

What is working well? What skills does a person have? What positive relationships do they have with trusted adults?

The group should consider reframing situations that otherwise seem gloomy.

Example : 'Joe has shown some true entrepreneurial skills when selling drugs'

'In spite of all that she is going through Sarah continues to attend contact with her children'



## GREEN HAT: Fertility, Growth & creative thinking

Using information uncovered in the previous hats the group is invited to think creatively about a way forward.

They are asked to think outside of the box and consider 'If anything could happen to make this situation better it would be.....'

Example: 'Joe could use his entrepreneurial skills to set up his own business'

'CAMHS would come to see Sarah at The YMCA rather than her needing to travel there'

'We could introduce staff and resident yoga sessions to decrease stress and build relationships'

# WORKSHOP

*Groups will be asked to consider the phrase "complex needs" and whether that in itself is an unhelpful label*

## *SIX HATS GROUPS*

*Groups will be asked to consider the phrase  
"complex needs" and whether that in itself is  
an unhelpful label*

(Creative Thinking Technique - **Six Thinking Hats**  
(edwarddebonofoundation.com))

**PROCESS**



**Blue Hat - Process**

Thinking about thinking.  
What thinking is needed?  
Organizing the thinking.  
Planning for action.

**CREATIVITY**



**Green Hat - Creativity**

Ideas, alternatives, possibilities.  
Solutions to black hat problems.

**FACTS**



**White Hat - Facts**

Information and data.  
Neutral and objective.  
What do I know?  
What do I need to find out?  
How will I get the information I need?

**BENEFITS**



**Yellow Hat - Benefits**

Positives, plus points.  
Why an idea is useful.  
Logical reasons are given.

**FEELINGS**



**Red Hat - Feelings**

Intuition, hunches, gut instinct.  
My feelings right now.  
Feelings can change.  
No reasons are given.

**CAUTIONS**



**Black Hat - Cautions**

Difficulties, weaknesses, dangers.  
Spotting the risks.  
Logical reasons are given.

# FEEDBACK FROM THE GROUPS



**BLUE HAT: Management of thinking process.  
Drawing conclusions.**

The facilitator provides a summary of the five hats and what has been discussed.

They give a balanced reflection and identify what options have been developed for the team to try out moving forward.

These are written up and given to the practitioner and/or stored in client file or other confidential space.

# Q&A



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