



Six Thinking Hats Template

2 Sep 2022 / Isi Liwen

Complete

Score	0%	Flagged items	0	Actions	1
Conducted on	02.09.2022 15:30 PST				
Facilitated by	Isi Liwen				
Location	West Virginia, USA (38.5976262, -80.4549026)				
Project Name/Idea/Problem	Updated Hybrid Work Policy				

Actions

1 action

Green Hat - Creative Hat

What are the other options we have to carry this out?

A series of experiments/tests on HR-related policies that complement the hybrid work policy will be rolled out with the help of the leadership and management teams. These will help us determine if what we're implementing/will be implementing are working/will work.

To Do | Assignee SafetyCulture Staff | Priority Low | Due 09.09.2022 16:36 PST | Created by SafetyCulture Staff

Senior HR Generalist to plot, finalize, and disseminate schedules on the roll-out of such policies for everyone's reference.

Blue Hat - Conductor's Hat

What needs to be resolved?

The need to strictly reinforce the company's hybrid work policy. Apparently, we need to require employees to report to the office at least once a week to help promote a healthy and sustainable culture of collaboration.

How should we define the problem?

The problem lies in the lack of reinforcement on the importance of why a hybrid work setup is the best policy for our organization's current needs.

What are the goals or desired outcomes?

- To have a constant number of present employees working in/reporting to the office to boost productivity and collaboration metrics
 - To establish a constant and sustainable culture of maximizing the benefits of hybrid work setup and how these translate to business needs
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How will the process of using each hat go?

We'll follow the most common/recommended order of using all six thinking hats to further provide a unified structure for our planning and brainstorming session. We can go back to using other hats again once we progress in the thinking process as needed.

What kind of decision shall we arrive at?

To finalize the kind of hybrid work policy we will strictly implement before the start of Q2 of FY 2022-2023

White Hat - Factual Hat

What data is available?

- Only 63% of all employees are currently reporting to the office at least once a week
 - The extra allowance given monthly is one of the most common factors affecting the decision of 50% of the employees reporting to the office whether they will complete or work on completing the minimum required number of days
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What information is required?

- The most common day/s most employees choose to report to the office
 - The departments or teams with the most compliant employees when it comes to attendance and other related hybrid work requirements
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What information is missing?

The gap needing to be filled regarding the business need and/or discretion between the required number of days specific employees and teams must report to the office

What needs to be done to gather such information?

An in-depth touch base and a strategy meeting with the leadership team are encouraged to further filter such information.

What questions need to be asked?

None so far, as a follow-up meeting or brainstorming will be done with the leadership team to help probe any further questions that need to be asked.

Are there thought experiments we can do?

None so far for now, as these can be determined on the follow-up meeting with the leadership team.

Is it possible to explore new ideas or opportunities?

Absolutely. We'll utilize the feedback we're gaining from our official employee experience platform to uncover opportunities we either haven't tried before or we can improve.

What are the other options we have to carry this out?

A series of experiments/tests on HR-related policies that complement the hybrid work policy will be rolled out with the help of the leadership and management teams. These will help us determine if what we're implementing/will be implementing are working/will work.

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Senior HR Generalist to plot, finalize, and disseminate schedules on the roll-out of such policies for everyone's reference.

Are there any other scenarios we can consider based on this idea to come up with new insights?

This will be up for discussion either during the roll-out phase of other HR-related policies in the coming months or during the follow-up meeting with the leadership team.

What kind of risks are we willing or able to accept?

Short-term ones such as the possibility for employee engagement to decrease (so it's best to mitigate this by implementing proactive support programs).

See attached Employee Handbook for further details.

[\[2022 Update\] Employee Handbook.pdf](#)

Yellow Hat - Value Hat

Are there any opportunities for the green hat to expand on to show a clearer way of achieving the desired outcomes?

Specific programs and instructions that will be disseminated will be made sure to fit the varying needs of each department or team. This way, the ideas we identified using the green hat can be further customized toward maximum efficiency of protocols and full compliance.

How can we lay down the factors that would make this idea beneficial or successful?

Certain metrics to be finalized will be identified once the strict implementation of the updated policy reaches a significant period or relevant results.

How do we define success?

Increase in employee productivity, collaboration metrics being sustained at a healthy level across the organization, and reinforcement of the company values through the culture of hybrid work setup

How does this idea make our processes better?

Employees will have a better chance of collaborating not just with their own teams but across the organization as well. This may translate to better alignment and visibility.

What are the potential long-term benefits?

Business sustainability in terms of streamlined processes, highly engaged employees, and having a healthy culture of collaboration at the heart of everything we do

Red Hat - Intuitive Hat

How do we feel about the possible choices we will make?

There are a few concerns about the implications of the policy's strict implementation on employee engagement. This is included in our considerations that would possibly be a short-term risk if we don't effectively implement a proactive strategy in mitigating it.

What are our gut feelings about the idea we are proposing?

It will pay off in the long run, but we shouldn't ignore the short-term implications it can have on the business and employees.

What are our initial reactions?

Doubtful and disappointed with the "requirement" clause of reporting to the office at least once a week

What kind of emotions does this idea bring out?

Mostly the kind that respectfully challenges the idea, which is a good thing to help us probe the idea or proposal better

What does our intuition say about the solution?

This is to be determined during the follow-up meeting with the leadership team.

Black Hat - Cautious Hat

What are the possible failure scenarios?

- Abrupt decrease in employee engagement rating
 - Possible increase in employee turnover rate
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How do we identify the idea's fatal flaws?

- Roll out specific yet engaging surveys to employees and managers
 - Gauge common trends in responses
 - Identify patterns by looking at the negative or unfavorable perspectives given by those who answered the survey
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What are the potential risks and consequences we are likely to face?

Similar to the possible failure scenarios we might face, these include:

- Abrupt decrease in employee engagement rating
 - Possible increase in employee turnover rate
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What are the reasons why we should not proceed?

- Many (not most) of our counterparts and competitors in the same industry and specialization offer a 100% remote work setup, so employees may choose to transfer to other companies that will fulfill their needs.
 - We may not be able to sustain the provision of extra allowances monthly for those who will consistently meet the required number of days they're expected to comply.
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What might be the challenges along the way?

- Sustaining the strict implementation of the policy
 - Differences in the discretion of different managers when approving changes or modifications in the work setup due to unforeseen events or special cases
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Completion

Notes

A few questions under each hat used in this session are answered vaguely due to the need for a follow-up meeting. Make sure these are included and discussed moving forward.

Recommendations and Next Steps

- A follow-up meeting for the leadership team must be set before mid-September.
 - The Senior HR Generalist must report to the HR Head for the proposed schedules on the roll-out of other related policies.
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Sign-off



Isi Liwen
02.09.2022 16:39 PST

Appendix

[\[2022 Update\] Employee Handbook.pdf](#)