

What it is

A process for enabling divisive issues to be aired and resolved

What it can do

This tool can assist you to:

- o Support group members in taking responsibility for the group as a whole while also advocating for interests of other sub-groups they may represent.
- o Create alignment in groups/teams around potentially divisive issues.
- o Help groups/teams activate their collective intelligence to generate creative solutions.

When to use it

In any group where individuals are wearing “two hats” – two roles where they are charged with representing two sets of interests that may compete or conflict. For example:

- o To create alignment in a management team responsible for the whole organization where members also represent the interests of their departments.
- o To create alignment in the coordinating committee of an alliance or coalition where members are responsible for the well-being of the whole while also having to advocate for the interests of their own organizations.

How it works

Step 1 Create Context.

- Validate that everyone is here in two roles, or wearing two hats:
 - o To represent and advocate for whatever sub-group they may represent (e.g., their department, organization, local division, interest group, social identity group, community, etc.).
 - o To be responsible for the well-being of the whole: the team, organization, coalition, alliance, etc.

Step 2 Round One: Each member of the group speaks in turn (3-5 minutes each).

- In this round, ask people to wear the “hat” of their own point of view, fully representing the interests of whatever group they represent.

- Invite people to be as transparent and honest as possible about the needs and intentions of the group they represent, as well as their personal points of view.
- Should be timed to ensure maintaining group interest.

Step 3 Round Two: Members “switch hats” (3-5 minutes each).

- Ask everyone to physically stand (even if they are attending via conference call).
- The instructions for the next round should be given while people are standing.
- When people sit, they will be free to speak again according to the following guidelines:
 - o When speaking, you must wear the hat of being responsible for the well-being of the whole.
 - o Having heard all these points of view:
 - What advice would you give?
 - What would you recommend?
 - Given what’s here, what creative ideas do you have that would be of maximum benefit to the group’s larger, collective goals?
 - o Most important: people may only speak wearing this hat and from the perspective of responsibility for the whole.
 - o Half-baked, or even ¼-baked ideas are encouraged. This is a creative brainstorm.
 - o Only ideas for moving the action forward will be spoken in this round.
 - o People can build on the ideas of others, but no criticism should be offered in this round.
 - o We won’t go “around the circle” – people should speak if/when they feel moved.
 - o No one should speak twice until everyone who wishes to speak has done so.
 - o Offerings should be short (no more than about two minutes).

NOTE: Time the speakers and capture all ideas.

Step 4 Facilitate large group review and discussion of the list of generated ideas and proposals.