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.

- What does my group need?
- Why is this important to us – our interests as well as our positions?

Should be timed to ensure maintaining the group’s attention.

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

- Ask everyone to physically stand if they are able, or otherwise take an active and engaged posture (even if they are attending via conference call).
- The instructions for the next round should be given while people are standing or in an active posture.
- When people sit they will have switched hats, and are free to speak again according to the following guidelines:
  - You now wear the hat of being responsible for the well-being of the whole.
  - 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?
  - Most important: people may only speak wearing this hat and from the perspective of responsibility for the whole.
  - Half-baked, or even ¼-baked ideas are encouraged. This is a creative brainstorm.
  - Only ideas for moving the action forward will be spoken in this round.
  - People can build on the ideas of others, but no criticism should be offered in this round.
  - We won’t go “around the circle” – people should speak if/when they feel moved.
  - No one should speak twice until everyone who wishes to speak has done so.
  - 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.

- Looking at the interests of the various groups and the needs of the whole, what recommendations and actions will be taken?