Two Hats One Person

Working inside the systems you navigate

Wednesday, October 21, 2026 | 10:20 to 11:45 AM | Issaquah A/B

Built For Zero.

COMMUNITY SOLUTIONS

Who we are

Lori

Principal, Strategy & Impact

Amber

Deputy Director, Systems Change

Elisabeth

Strategy Lead, Systems Change

Tanesha Travis

Consultant, TSTJ Consulting LLC

BFZ Housing Equity Strategists

Jianna Hopkins-Israel

Rachael Parker

James Lee

Tyra Thomas

Anderson Curtis

By 11:45, you will

1. **Gain the language**

   Practical words for tensions you have carried without a vocabulary

2. **Own your story**

   Keep a bounded version of it, one you control rather than perform

3. **Make one commitment**

   Test it against peers who understand the terrain

Built For Zero.

Today's flow

Wednesday, October 21, 2026
10:20 to 11:45 AM
Issaquah A/B

10:20 Welcome, norms, framing (5)

10:25 Meet the panel (7)

10:32 Panel discussion: four questions (48)

11:20 One change your team can make (15)

11:35 Audience Q&A (10)

11:45 Close. Lunch at 12:00

A brave space: five norms

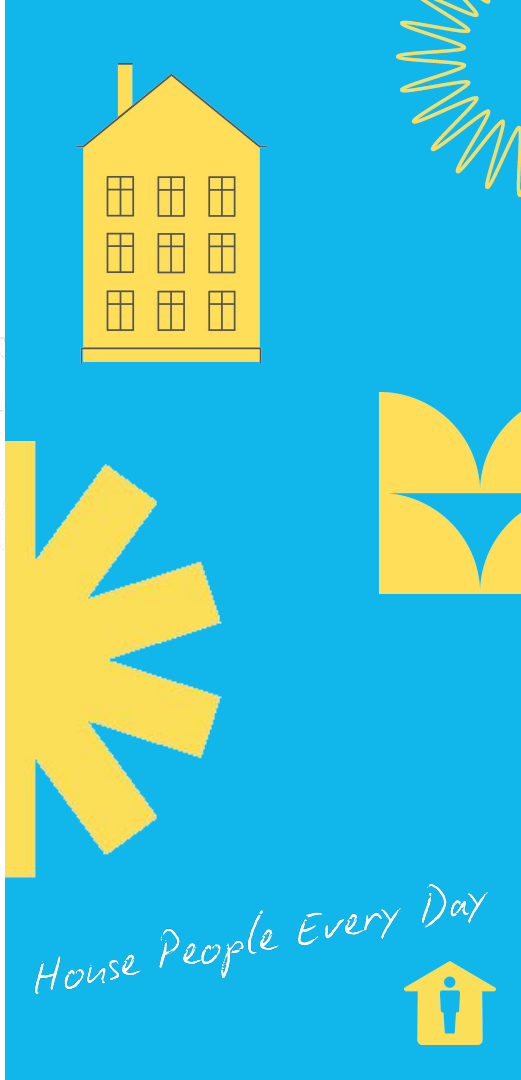
Challenge by choice: share at the level you choose

Own your impact: good intent does not cancel harm

Speak from your own experience: no one speaks for everyone

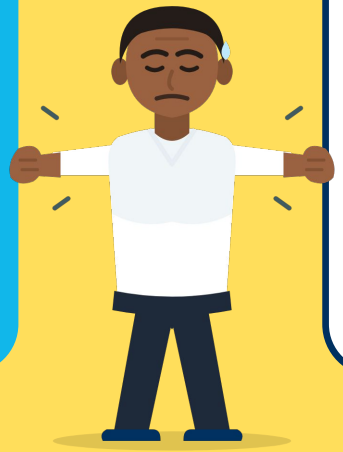
Expect non-closure: not everything resolves today

Make space: notice who has not spoken yet



THE MEETING

You sit where the policy is written.

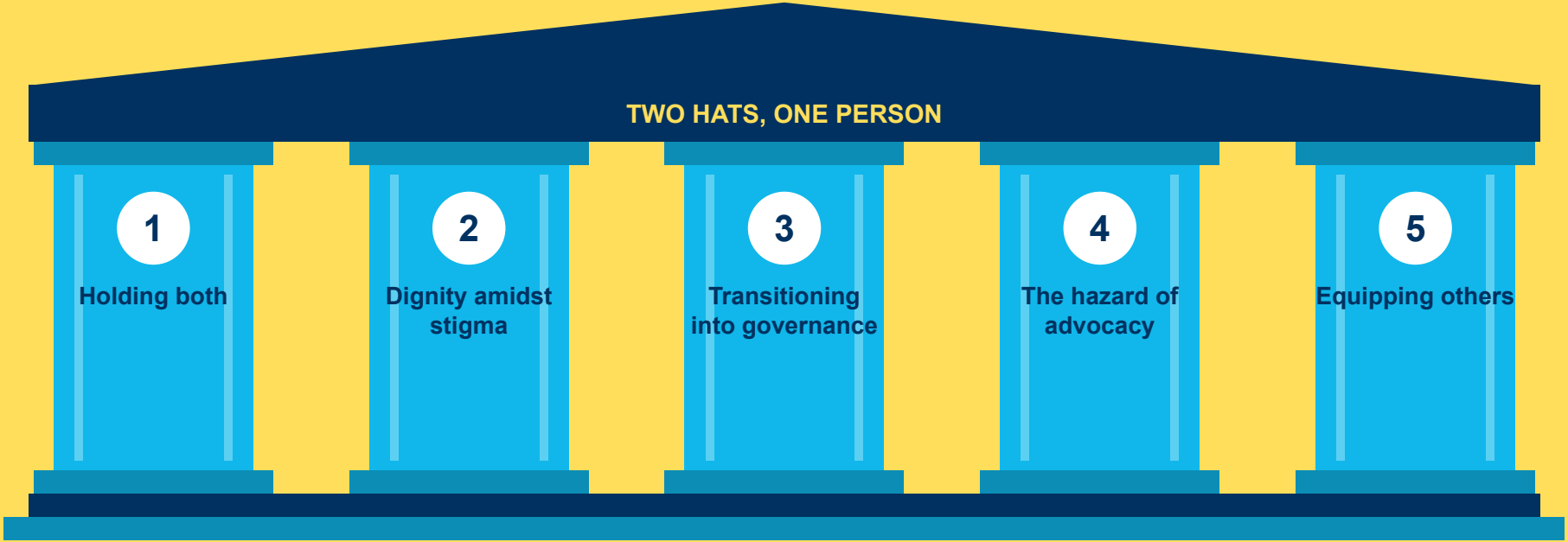


THE FRONT DESK

Then you meet it as the person it lands on.

You know the system from the inside and the outside. That makes the work stronger. It can also be hard to carry.

Five pillars of practice



Expertise and eligibility: the architect of a rule, and the person it governs

Share strategically, or decline, without undermining your authority

From a consulted voice to a decision-maker

Be the resource you lacked without burning out; master the hand-off

Transfer systemic literacy so others can navigate and challenge structures on their own

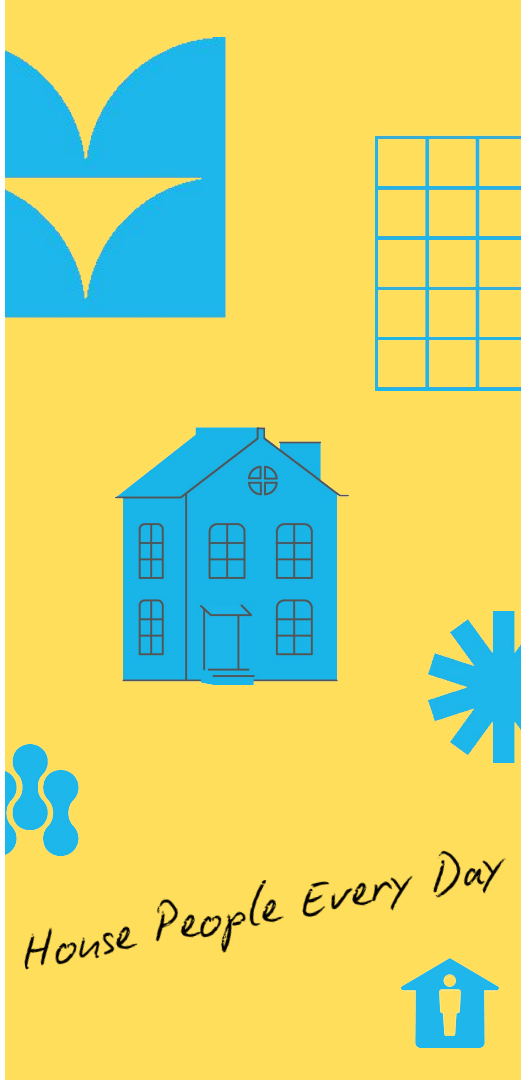
How the panel works

One lead responder per question; others jump in

About 12 minutes per question

Colleagues and supervisors: listen for one change you can make

Ten minutes for audience Q&A to close



Question 1: Who we are

Pillars: Holding both | Dignity amidst stigma

When you walk into a room, how do you present yourself, and which hat do you reach for first? Who decides the role you play: you or the room?

Through the lens of
How we present, the role we play, and who decides

For colleagues and supervisors
Notice which hat your team asks a colleague to wear, and when

Question 2: In the room

Pillar: Transitioning into governance

Can you walk us through a moment when your lived experience directly shaped a decision or policy? What would have gone differently, or never happened, without you in the room?

Through the lens of
Concrete wins, not general sentiment

For colleagues and supervisors
Where have you made room for this input? Where could you?

Question 3: A seat or a vote

Pillars: Transitioning into governance | Equipping others

What is the difference between being consulted and having the power to decide? Where have you experienced each, and what happened when you pushed back on how things had always been done?

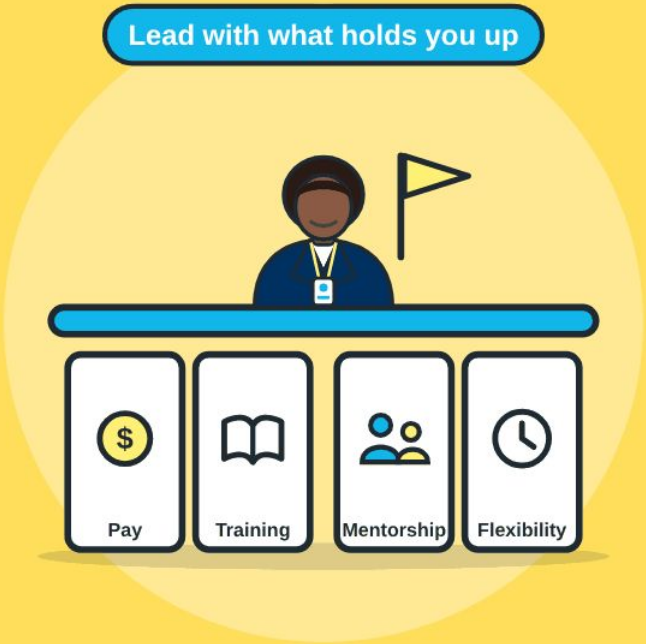
Through the lens of
Integration versus tokenism, and whether disagreement is welcomed or only tolerated

For colleagues and supervisors
Where does your team consult, and where does it share decisions?

Question 4: Stay and lead

Pillar: The hazard of advocacy

What supports (pay, training, mentorship, flexibility) made it possible for you to stay and lead, and what was missing? If you could change one thing about how organizations bring people with lived experience into leadership, what would it look like in practice?



Through the lens of
Practical infrastructure, and one change in practice

For colleagues and supervisors
What could you change on your own team this month?

It is the conditions, not the person

Lived-experience leadership fails when institutional conditions are missing, not because people are unprepared.

Handoff protocols

A named person and a plan for every new colleague, built before the first hire.

Role clarity

Clear scope, pay, and authority, written down and shared.

Advisory to authority

A funded pathway from advisory seats to paid roles and real decisions.

Colleagues and supervisors: **which one could you build first?**

One change your team can make

Reflect and talk

8 min

Finish the sentence:
our team could better support colleagues who wear two hats by
---

Share out

4 min

One change per table. No repeats.

Final word

3 min

Panelists respond to what they heard

Questions from the room

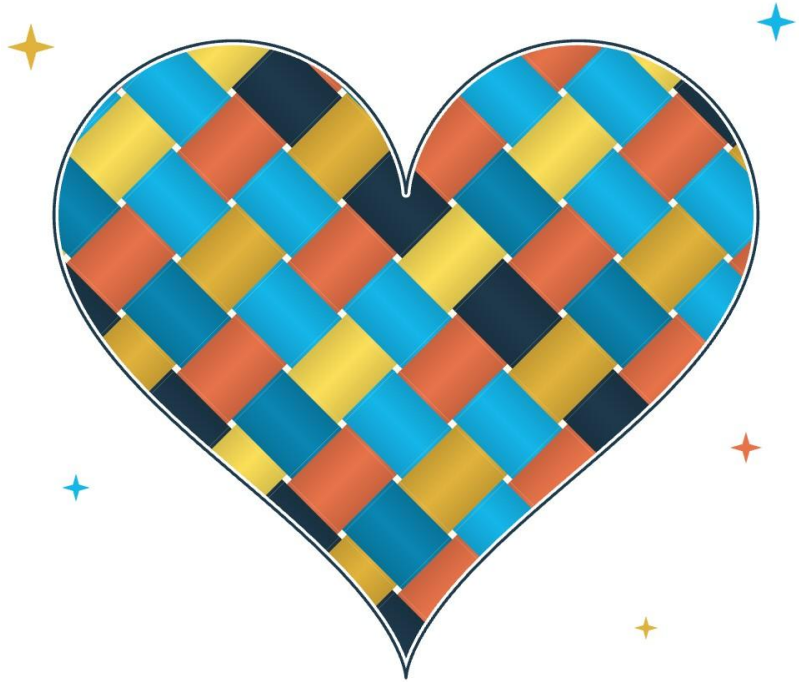
11:35 to 11:45 | Panelists may pass on any question

Survey

Please take a few minutes to take the survey. Your feedback is very important to us.

https://survey.alchemer.com/s3/9042138/2026-BFZ-Learning-Session-Workshop-Session-Feedback

Thank you!

We thank you for your interest and appreciate your time to participate in today's learning circle workshop.

Please direct any and all questions to:
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