



THINK-WRITE-SHARE



Purpose: You can use this technique in meetings to:

- Surface diverse ideas and perspectives (**CLARITY**)
- Engage critical “System 2” thinking (**CAPABILITY**)
- Ensure that everyone’s voice is heard (**CULTURE**)

Number of people: 4 to 50. After 50, create groups.

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1. **Think:** Think about the question. (1-2 min)
 2. **Write:** Write down your answer. (2-3 min)
 3. **Share:** Share your answer with the group.

Alternatives: To increase psychological safety

1. Give everyone an index card and the same color pen.
2. Ask them to **THINK** about the question. (time it, 1-2 minutes)
3. Have them **WRITE** their answer down in BLOCK LETTERS. (time it 2-3 minutes)
4. Collect all the cards (without looking at them!) shuffle them, and give one to each person.
5. Go around the room and ask each person to **SHARE** what is written on the card they were dealt. (Remind people that they might get their own, don’t tell! No one knows unless you say something!)

Prioritize: If you want to get everyone’s anonymous votes for the most important need to be addressed or idea, do steps 1-4. Then:

4. Have people pass cards around randomly for 4-5 passes. They can stand and walk around a room or sit and just pass around a table.
5. Have them read the card and then vote on how much they like the idea. 1-5 rating, with 5 being the highest.
6. Have them pass cards again a few times. They need to read the card without looking at the vote. After they read, they can then vote.
7. Pass cards until each card has 5 votes.
8. Add the numbers on the back.
9. Collect cards in order of highest lowest and place them on a wall or flipchart.
10. Have an open discussion about what you have learned.
11. Decide the next Red Team Thinking tool to navigate next steps or further thinking. Also, discuss the ones not voted high. There might be gold there!

Online options: Have people write in chat, but all hit send at the same time! Same time is important! For anonymous sharing, consider using platform whiteboards with a premade virtual sticky. Consider Mural with voting. Get creative!

RED TEAM THINKING TOOLS

for Decision Support Red Teaming Practice
and challenge your thinking for better decisions



Shared at the SHRM NY 2026 Conference

1. Chatham House Rules – Non-attribution environment
2. ESOBAST: Everyone speaks once, before anyone speaks twice (Leaders speak last)
3. “Yes, and...” & “What I like about that idea is...”
4. Devil’s Advocate
5. Think-Write-Share
6. Weighted Anonymous Feedback
7. Lies We Tell Ourselves
8. Assumptions Challenge – just a quick overview of a great tool

There’s more!

- 24 Red Team Thinking Tools
- Red Team Handbook
- Liberating Structures
 - Problem analyses and strategy testing - ensuring that you are solving the right problem
 - Challenging assumptions
 - Possible futures analysis
 - Seeing Perspectives of other people, groups, teams, and/or organizations
 - Outside impact on internal teams and/or organizations
 - Devil’s advocacy
 - Stakeholder influencing – the next step after analysis
 - Root cause analysis with expanded possibilities
 - Planning and analyzing certain futures from multiple angles, honoring the potential positives and negatives
 - Pre-Mortem Analysis – begin at the end of a disaster and work backwards