

The Three Hats

A framework for hypnotherapists

By Alexandra Janelli

*Author of *Advanced Hypnosis: A Practitioner's Guide*
*Beyond Scripts & Techniques**

Where the friction actually lives

Most practitioners think the friction in their practice comes from somewhere external. Marketing isn't working. Clients aren't booking. Sessions feel flat.

It almost never is.

The friction in building a practice rarely comes from a lack of skill in the room or a lack of clients. It comes from inside you. From three different roles you carry, each with its own logic, each pulling in a slightly different direction without you noticing.

You are not just a hypnotherapist. You are also a business owner. And underneath both of those, you are still a person.

Three roles. Three sets of priorities. When they are aligned, the practice flows. When they are misaligned, the practice breaks. And most of the time, you do not see the misalignment until something starts to hurt.

This is the framework I wish someone had given me in my first year.

The Three Hats

You move through your day wearing all three at once. Each one carries different weights. And each one has its own answer to nearly every question your practice raises.

THE PRACTITIONER

The practitioner role holds everything about how you do the work. How many clients you want to see in a day. What kind of work energizes you. What populations you serve best. How much time you need between sessions to stay present. What your professional boundaries are.

The practitioner cares about quality, presence, and the integrity of the work in the room.

THE BUSINESS OWNER

The business owner role holds everything about how the practice runs. Rent and overhead costs. Scheduling logistics. Pricing. Cancellation policies. Marketing. Revenue goals. What hours make sense given when clients are available.

The business owner cares about sustainability. Whether the practice can keep going.

THE PERSON

The person role holds everything about who you are outside the office. Family obligations. Personal health. The time you need to decompress. What you value in your daily life that has nothing to do with hypnotherapy. What you need to feel like a whole human being and not just a service provider.

The person cares about staying alive in your own life.

Why three hats matters

Each role has its own logic, and each one has its own answer to how the day should be structured.

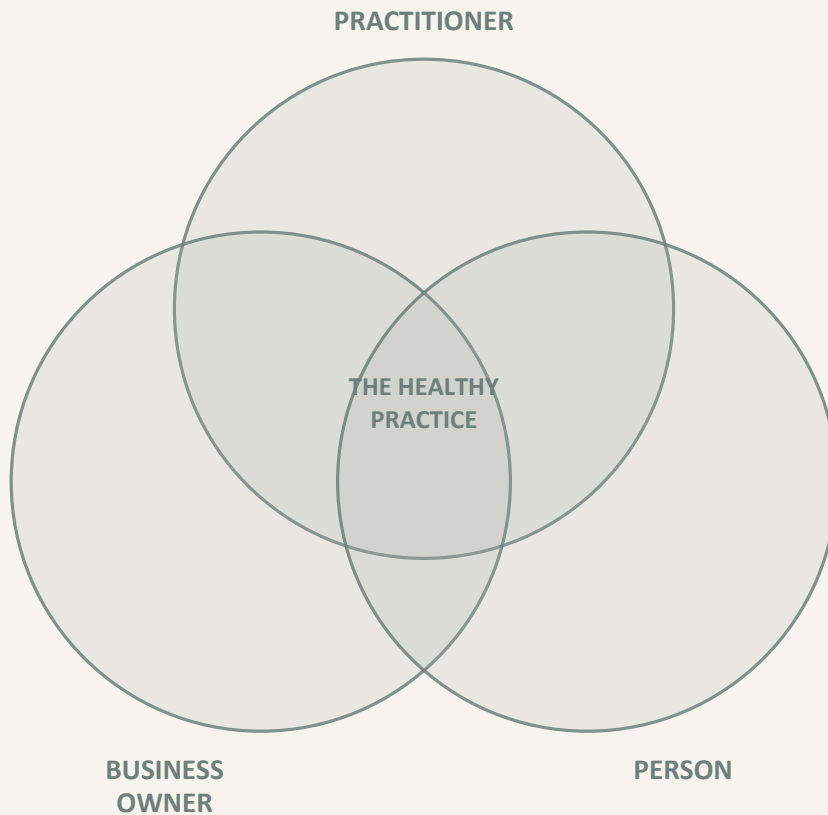
The practitioner might say: I do my best work when I see four clients a day with generous space between them.

The business owner might say: The rent requires six clients a day to hit the revenue target.

The person might say: I need to be done by five so I can be present with my family.

All three of those are valid. None is wrong. But they cannot all be satisfied simultaneously without negotiation. And that negotiation requires knowing which hat you are wearing when you make a decision.

Where the practice lives



The healthiest practices are not built by choosing one role over another. They are built in the space where all three inform each other.

When the business overrides the person, burnout follows. When the person overrides the business, the practice does not survive financially. When the practitioner overrides both, the work may be excellent in the room but unsustainable outside of it.

The Refund Request

A client emails you the morning after a session. They want their money back. They say it “didn’t help” and they expected more.

You feel three things at once. Three different responses, from three different hats.

What the business owner says

My policy is no refunds for completed services. I scheduled the time. I held the space. Refunding would set a precedent that signals my work is conditional on outcomes outside my control. The policy is the policy.

What the practitioner says

That session didn’t fail. The client’s expectations were misaligned with what hypnosis actually does, or something landed that they’re now defending against, or the work is still integrating and they don’t yet see it. Refunding feels like agreeing the work was bad. That isn’t true.

What the person says

I don’t like conflict. I want them to leave thinking well of me. The refund is small in the grand scheme. Just give it back so this isn’t a thing.

Three impulses. Three different decisions.

Which hat should lead?

In this case, the business owner. The policy was set in advance for exactly this reason. The practitioner can hold the truth that the work was solid. The person can sit with the discomfort of disappointing someone without overruling the policy.

But the answer depends on the moment. Sometimes the person should lead. Sometimes the practitioner. The skill is recognizing which hat is doing the talking, naming it, and then choosing. Not defaulting.

Which hat is running your practice right now?

Two short prompts. Sit with them honestly.

Which hat tends to show up first?

When a decision needs to be made about a client, about pricing, about your schedule, which voice do you hear loudest? That is your default. It is not always wrong. But it is worth knowing.

Which hat gets ignored most often?

Which voice keeps getting overruled? That is where your resentment, exhaustion, or frustration is likely building. The neglected hat will eventually demand attention. Better to listen now than wait for it to break something.

Work with me directly

The Three Hats is one of the frameworks I work through with practitioners I mentor. The full conversation goes deeper.

I take on a small number of practitioners each year for one-to-one mentorship. The work is custom to where you are: refining your sessions, working through the specific moments that catch you off guard, and building a practice that sustains you across all three roles you carry — practitioner, business owner, and person.

If you're interested in exploring whether mentorship would be a fit, get in touch.

Inquire about mentorship at

athomehypnosis.com

The full exercise

This is one piece of a longer exercise from my book, *Advanced Hypnosis: A Practitioner's Guide Beyond Scripts & Techniques*.

The full version walks you through:

- Deep portraits of each role with 8 questions per hat, building each one as a distinct person you can recognize in the moment
- 15 scenarios that come up regularly in practice, each one worked through from all three hats
- The long-form reflection that surfaces where your three hats agree, where two agree and one resists, and where all three pull apart
- The instructions for revisiting the exercise as your practice evolves

If this resonated, the book is where the work goes deeper.

[AMAZON URL PENDING]

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