

Horizontal Leadership — Influence Reference Sheet

A consolidated reference sheet of high-leverage questions designed to guide problem-solving, collaboration, and influence without authority in horizontally led environments.

1. Questions that Prompt Shared Understanding

- What outcome are we collectively trying to achieve?
- Where might we be using the same words but meaning different things?
- What assumptions are we each bringing into this discussion?

2. Questions that Prompt Collaborative Decision Making

- What options have we not yet considered?
- What would a solution look like that serves multiple stakeholders?
- What criteria should guide our decision?

3. Questions that Build Influence Without Authority

- What shared goal can anchor this conversation?
- What would make this feel like a win for everyone involved?
- How can I support you in achieving your objectives while advancing ours?

4. Questions that Strengthen Trust and Psychological Safety

- What concerns have not yet been voiced?
- Where might it feel risky to speak up?
- What would help this conversation feel more open?

5. Questions that Surface System-Level Thinking

- How might this decision impact other teams or stakeholders?
- What unintended consequences should we anticipate?
- What patterns are we noticing across the system?

