

VERTICAL FACILITATION			TRANSFORMATIVE FACILITATION				HORIZONTAL FACILITATION		
Question	Typical answer	downsides	Upsides	Outer move toward the horizontal	Inner shift	Outer move toward the vertical	Upsides	Downsides	Typical answer
Overall	We must focus on the singular good of the whole	Rigidity and domination	Coordination and coherence	<b>Emphasizing plurality</b>	<b>Attending</b>	<b>Emphasizing unity</b>	Autonomy and variety	Fragmentation and gridlock	We must focus on the good of each part.
1. How do we see our situation?	We have the right answer.	Groupthink and repudiation	Expertise and decisiveness	<b>Inquiring</b>	<b>Opening</b>	<b>Advocating</b>	Diversity and inclusion	Cacaphony and indecision	We each have our own answer.
2. How do we define success?	We need to agree.	Unachievability and insufficiency	A finish line	<b>Advancing</b>	<b>Discerning</b>	<b>Concluding</b>	Pragmatism	Insubstantial results and dispersion	We each need to keep moving.
3. How do we get from here to there?	We know the way.	Dead end and over a cliff	A clear route	<b>Discovering</b>	<b>Adapting</b>	<b>Mapping</b>	Flexibility	Divergence and disorganization	We will each find our way as we go.
4. How do we decide who does what?	Our leaders decide.	Subordination and insubordination	Authority and alignment	<b>Accompanying</b>	<b>Serving</b>	<b>Directing</b>	Self-motivated actions	Separateness and misalignment	We each decide for ourselves.
5. How do we understand our role?	We must fix this.	Coldness and abdication	Objectivity	<b>Standing inside</b>	<b>Partnering</b>	<b>Standing Outside</b>	Self responsibility	Myopia	We must each put our own house in order.

from "Facilitating Breakthrough: How to Remove Obstacles, Bridge Differences, and Move Forward Together" (Reos U.S. Inc., 2021)