

# README\_FACILITATOR\_QUESTIONS

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## SOUTHGATE TERMINAL

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### Facilitator Questions Guide

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#### How to Use Team Question Documents

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### OVERVIEW

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This folder contains structured question documents for facilitators to guide and assess each team during the 75-minute Southgate Terminal cybersecurity exercise. Each document is designed to:

- Prompt teams at critical decision points
  - Assess team performance against objectives
  - Capture observations for debriefing
  - Maintain exercise momentum
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### DOCUMENT STRUCTURE

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Each team has a dedicated question document:

1. **EXECUTIVE\_TEAM\_QUESTIONS.md** - Strategic leadership assessment
2. **LEGAL\_TEAM\_QUESTIONS.md** - Compliance and risk management
3. **MEDIA\_TEAM\_QUESTIONS.md** - Crisis communications
4. **TECHNICAL\_TEAM\_QUESTIONS.md** - Investigation and response

5. **OPERATIONS\_TEAM\_QUESTIONS.md** - Safety and continuity
  6. **INCIDENT\_COORDINATOR\_QUESTIONS.md** - Multi-team coordination
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## **TIMING FLEXIBILITY**

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Each document offers three timing options:

### **Option A: Continuous Assessment (Every 10 Minutes)**

- Maximum insight into team thinking
- Early identification of issues
- Higher facilitator workload
- Best for training exercises

### **Option B: Phase-Based (T+30, T+60, T+90)**

- Natural break points
- Phase transition assessment
- Balanced workload
- Best for formal assessments

### **Option C: Event-Driven**

- Questions at critical moments
  - Responsive to exercise flow
  - Requires facilitator judgment
  - Best for experienced teams
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## **USING THE QUESTIONS**

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### **Before the Exercise**

1. Review the team's Quick Reference Card

2. Familiarise yourself with their specific questions
3. Choose your timing approach
4. Prepare observation materials

## During the Exercise

1. **Ask Open-Ended Questions:** Allow teams to explain their thinking
2. **Listen for Key Indicators:** Each question includes "Look for" guidance
3. **Take Notes:** Use the provided space under each question
4. **Don't Lead:** Let teams reach their own conclusions
5. **Stay Neutral:** Avoid confirming or denying approaches

## Question Technique

- Start with the scripted question
  - Follow up based on responses
  - Probe for rationale, not just actions
  - Note both decisions and process
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# ASSESSMENT FOCUS AREAS

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## All Teams Should Demonstrate:

1. **Situational Awareness** - Understanding the evolving scenario
2. **Decision Making** - Clear rationale for choices
3. **Coordination** - Effective cross-team communication
4. **Documentation** - Proper record keeping
5. **Time Management** - Meeting critical deadlines

## Team-Specific Focus:

**Executive Team** - Strategic thinking - Resource allocation - Stakeholder management - Crisis leadership

**Legal Team** - Compliance awareness - Risk assessment - Insurance understanding - Advisory capability

**Media Team** - Message consistency - Stakeholder consideration - Timing judgment - Crisis communication

**Technical Team** - Investigation methodology - Evidence handling - Technical competence - Threat detection

**Operations Team** - Safety prioritisation - Continuity planning - Manual procedures - Workforce management

**Incident Coordinator** - Information synthesis - Conflict resolution - Priority management - Team enablement

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## OBSERVATION GUIDELINES

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### What to Document:

- **Decisions Made:** What and why
- **Process Used:** How teams reached decisions
- **Coordination:** Inter-team communication
- **Challenges:** Difficulties encountered
- **Innovations:** Creative solutions
- **Gaps:** Missed opportunities

### Red Flags to Note:

- Failure to preserve evidence (Technical)
  - Ignoring safety concerns (Operations)
  - Missing regulatory deadlines (Legal)
  - Uncoordinated messaging (Media)
  - Lack of strategic oversight (Executive)
  - Information silos (Incident Coordinator)
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# POST-EXERCISE USAGE

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## Immediate Debrief

- Use observations for hot-wash discussion
- Highlight successes and challenges
- Focus on process, not just outcomes

## Formal Assessment

- Complete assessment criteria checklists
- Compile team-specific feedback
- Identify training needs
- Document lessons learned

## Improvement Planning

- Compare across multiple exercises
- Track team development
- Refine procedures
- Update training materials

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# FACILITATOR BEST PRACTICES

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## DO:

- Remain neutral and objective
- Ask clarifying questions
- Document observations thoroughly
- Note timing of key decisions
- Capture innovative approaches
- Maintain exercise pace

## **DON'T:**

- Provide answers or hints
  - Confirm correct approaches
  - Express approval or concern
  - Interrupt team discussions
  - Share other teams' approaches
  - Break role during exercise
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## **SPECIAL CONSIDERATIONS**

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### **For New Teams:**

- Use Option A (10-minute intervals)
- Provide more process questions
- Focus on learning objectives
- Allow reflection time

### **For Experienced Teams:**

- Use Option C (event-driven)
- Challenge assumptions
- Probe deeper into rationale
- Assess advanced coordination

### **For Mixed Groups:**

- Balance question difficulty
  - Ensure all teams engaged
  - Adjust timing as needed
  - Support weaker teams subtly
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# DOCUMENTATION STANDARDS

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## During Exercise:

- Use provided note spaces
- Capture quotes where relevant
- Note time of key decisions
- Track team dynamics

## Post-Exercise:

- Complete all assessment sections
- Provide specific examples
- Balance positive and developmental feedback
- Make actionable recommendations

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**Remember:** The goal is to assess and improve team performance, not to catch teams making mistakes. Questions should guide reflection and learning while maintaining the exercise's realistic pressure.

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