Integr8
BY MULTITEAM SOLUTIONS

Integr8 Workbench

16 collaboration tools to get your cybersecurity teams working as one

Lists of Tools

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Contingency Planning

Establishing secondary plans to be used if needed

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Multi-Team System Mapping

Identifying when and to what degree teams interact

Team Charter
A tool for setting clear roles and expectations

Use this tool to align single and multi-team members before an initial collaboration or big project.

Team Name	
Possible Prompts	
Expectations for collaboration among team members	
How we'll adjust these expectations as we go (e.g., a challenge arises that requires a different approach)	
Strategies for being inclusive of team members' ideas	

Situational Awareness Chart
A tool for identifying a baseline mindset

Use this tool to align single and multi-team members around what is important and what is most important.
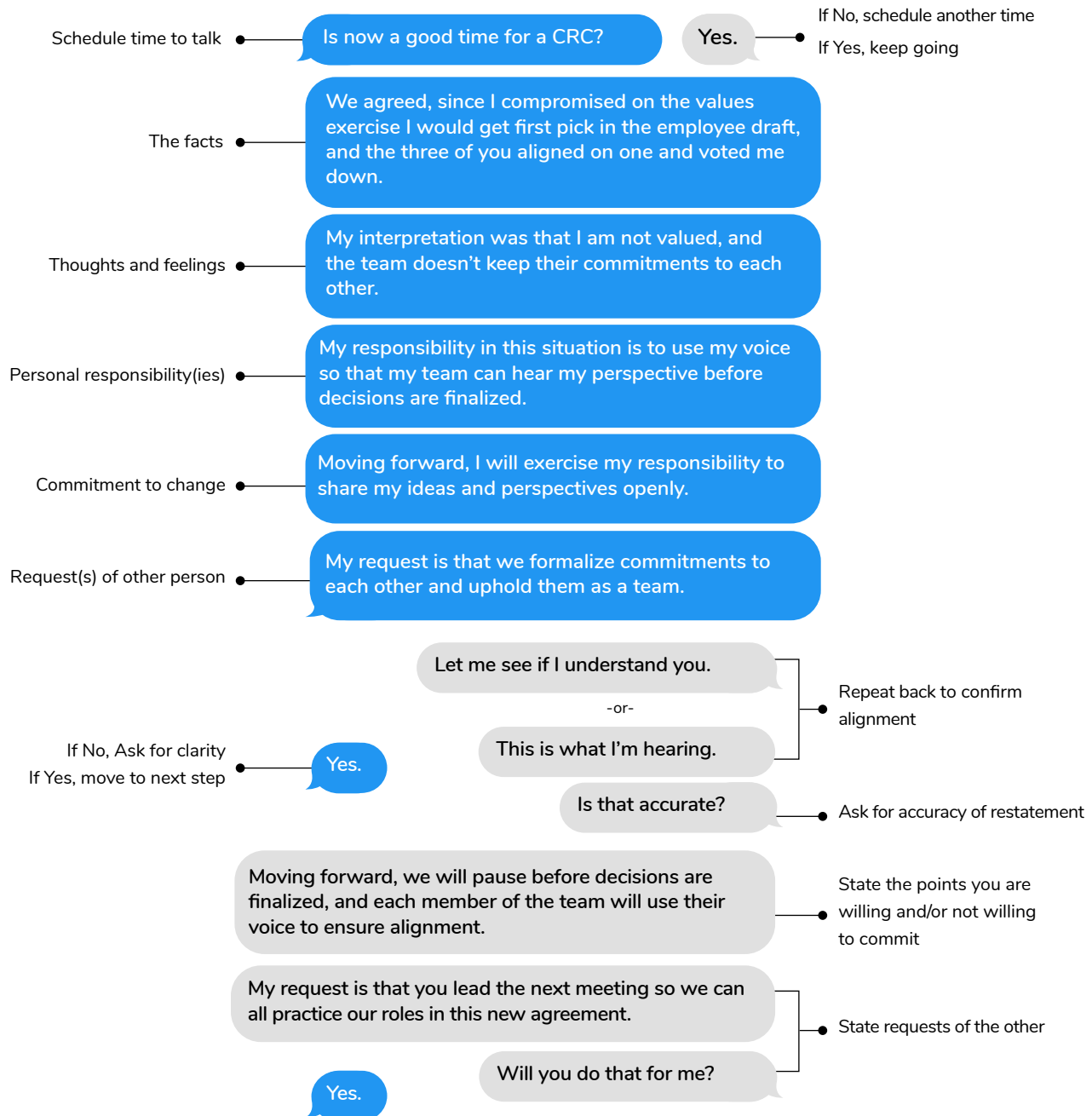
What is important? List important elements/ideas for upcoming task	1.
	2.
	3.
Which is most important? Agree on a prioritization of how those elements/ideas will be incorporated.	1.
	2.
	3.
Watch to see how priorities play out. Re-evaluate previous prioritization and iterate a new version of the list.	1.
	2.
	3.

Conflict Resolution Protocol
A tool for articulating intentions amidst disagreements.

Use this tool to healthily express conflict, address underlying concerns, and reach a resolution.

Conflict Resolution Conversation (CRC) Script:

Schedule time to talk — **Is now a good time for a CRC?** — **Yes.** — If No, schedule another time / If Yes, keep going

The facts — **We agreed, since I compromised on the values exercise I would get first pick in the employee draft, and the three of you aligned on one and voted me down.**

Thoughts and feelings — **My interpretation was that I am not valued, and the team doesn't keep their commitments to each other.**

Personal responsibility(ies) — **My responsibility in this situation is to use my voice so that my team can hear my perspective before decisions are finalized.**

Commitment to change — **Moving forward, I will exercise my responsibility to share my ideas and perspectives openly.**

Request(s) of other person — **My request is that we formalize commitments to each other and uphold them as a team.**

Let me see if I understand you. — Repeat back to confirm alignment

-or-

This is what I'm hearing.

If No, Ask for clarity / If Yes, move to next step — **Yes.**

Is that accurate? — Ask for accuracy of restatement

Moving forward, we will pause before decisions are finalized, and each member of the team will use their voice to ensure alignment. — State the points you are willing and/or not willing to commit

My request is that you lead the next meeting so we can all practice our roles in this new agreement. — State requests of the other

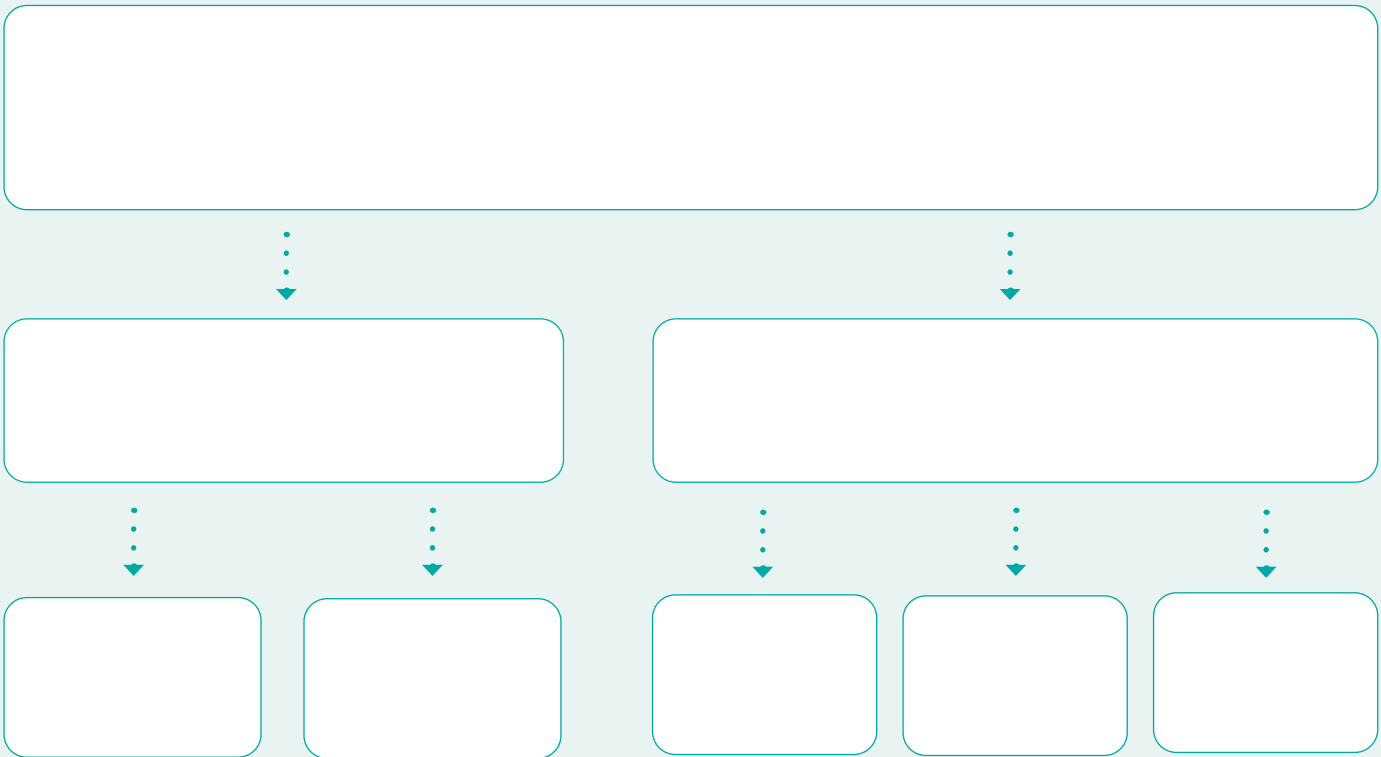**Will you do that for me?**

Yes.

This cycle continues until all current/ongoing conflicts are resolved.

Contingency Planning
A tool for establishing secondary plans to be used if needed.

Use this tool to plan for outlier scenarios, respond appropriately, and avoid SNAFUs.

If-Then Pathaways

Goal Hierarchy

A tool for identifying how goals fit in a larger structure.

Use this tool to align the individual, team, and multi-team goals to the organization's superordinate goals.

Write your team's superordinate goal here		
	Initial Goal	Refined Goal
_____ Team Member's Name		
_____ Team Member's Name		
_____ Team Member's Name		
_____ Team Member's Name		

Goal-Oriented Team Maturity Assessment

Rate each item on a 1-5 scale, where 1 is Strongly Disagree and 5 is Strongly Agree

Each team member took others' input into consideration when developing their own goal.	Each team member's goal fits within the team's superordinate goal.	We will feel a sense of accomplishment if any or all of the individual goals are met.
_____ *(Rating 1–5)*	_____ *(Rating 1–5)*	_____ *(Rating 1–5)*

Debriefing Protocol
A tool for reflecting on successes and challenges.

Use this tool to unpack what worked and didn't during routine operations or emergency responses.

	Situation/Incident #1	Situation/Incident #2	Situation/Incident #3
What did I do well?			
What do I get to improve?			
What did we do well?			
What do we get to improve?			

Additional Questions for Facilitated Discussion:

- What came up for you during this experience?
- What did the experience remind you of?
- What will you take with you moving forward?

Perspective-Taking Map
A tool for identifying others' goals and challenges.

Use this tool to identify the barriers experienced by team members and how they will get around those barriers—all to develop empathy and understanding of their perspectives.

Name of team member or other team			
Possible Prompts			
What is a goal you are trying to achieve?			
Why is that goal important to you?			
What will you do once you achieve the goal?			
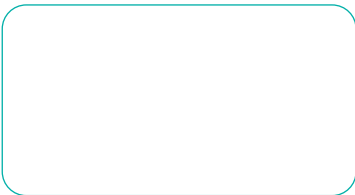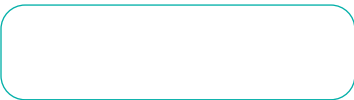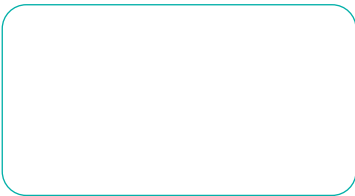
Effect-and-Cause Chart
A tool for identifying barriers to desired outcomes.

Use this tool to track desired outcomes, perceived barriers, and selected actions to overcome barriers over time.
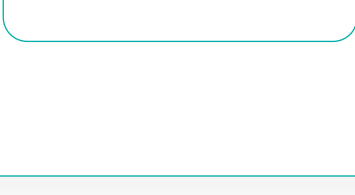
Desired Outcomes	Possible Barriers	Actions to Overcome Barriers

Structured Brainstorming
A tool for creating an inclusive, wide range of ideas.

Use this tool to ensure that all members of a team or multi-team system are included during the generation of problem-solving strategies.

Step 1:

Present a specific, clear topic around which ideas are being sought.

Step 2:

State a clear objective of the brainstorming, which could include asking a specific question related to the topic.

Step 3:

Provide participants time to individually generate ideas.

Step 4:

Participants anonymously submit their ideas.

Step 5:

The facilitator/moderator presents ALL of the submitted ideas.

Step 6:

Participants discuss and reach consensus (or vote) on which ideas should be further built out, including which ideas could be combined.

Step 7:

Repeat Steps 3-5 based on the pool of ideas from Step 6.

Step 8:

Continue discussing ideas until the objective of the brainstorming is met.

5-Why Analysis
A tool for identifying the root cause of outcomes.

Use this tool to uncover the underlying reasons behind the successes or setbacks experienced by the team or multi-team system.

Outcome of interest: (insert here)	Team Member 1	Team Member 2	Team Member 3	Team's Consensus Conclusion:
Hypothesis A (Why did the Outcome happen?)				
Hypothesis B (Why did Conclusion A happen?)				
Hypothesis C (Why did Conclusion B happen?)				
Hypothesis D (Why did Conclusion C happen?)				
Hypothesis E (Why did Conclusion D happen?)				

Growth-Oriented Feedback
A tool for shifting feedback from evaluative to developmental

Use this tool to practice sharing your experience from curiosity instead judgment and for the benefit of other.

PHRASES

- I saw you (insert specific, observed behavior/action), and it made me realize (insert realization about the person's achievement or barriers to their achievement).

- When you (insert observed behavior or action), the outcome is (insert specific, objective outcome).

- Here are some successes and/or challenges I've observed as you've been working toward (insert clear objective/goal).

- I'm curious about why you decided to (insert specific, observed behavior/action).

- Tell me more about the (insert recent situation).

QUESTIONS

- How can I support you in developing this skill/knowledge?

- What are the barriers to your growth in (insert specific skill or knowledge area)?

- What does it look like for you to level up in (insert specific skill or knowledge area)?

- What is one specific skill or knowledge area that you are looking to develop?

- If you were to do (insert specific, observed behavior/action) differently, how would you go about doing that?

Information Scaffolding
A tool for collecting and organizing information

Use this tool to organize key information as it is being gathered and continue refining to include the most pertinent information as a situation evolves.

	Team Member 1	Team Member 2	Team Member 3	Team Information Summary
Information gathered prior to Checkpoint 1				
Information gathered between Checkpoint 1 and Checkpoint 2				
Information gathered between Checkpoint 2 and Checkpoint 3				
Information gathered between Checkpoint 3 and Checkpoint 4				
Current repository of consolidated information				

Collaboration Triggering Trees
A tool for identifying decision points throughout a response

Use this tool to identify the process flow for carrying out tasks such as incident response, including the questions being asked and decisions being made around working with others.

SAMPLE COLLABORATION TRIGGERING TREE
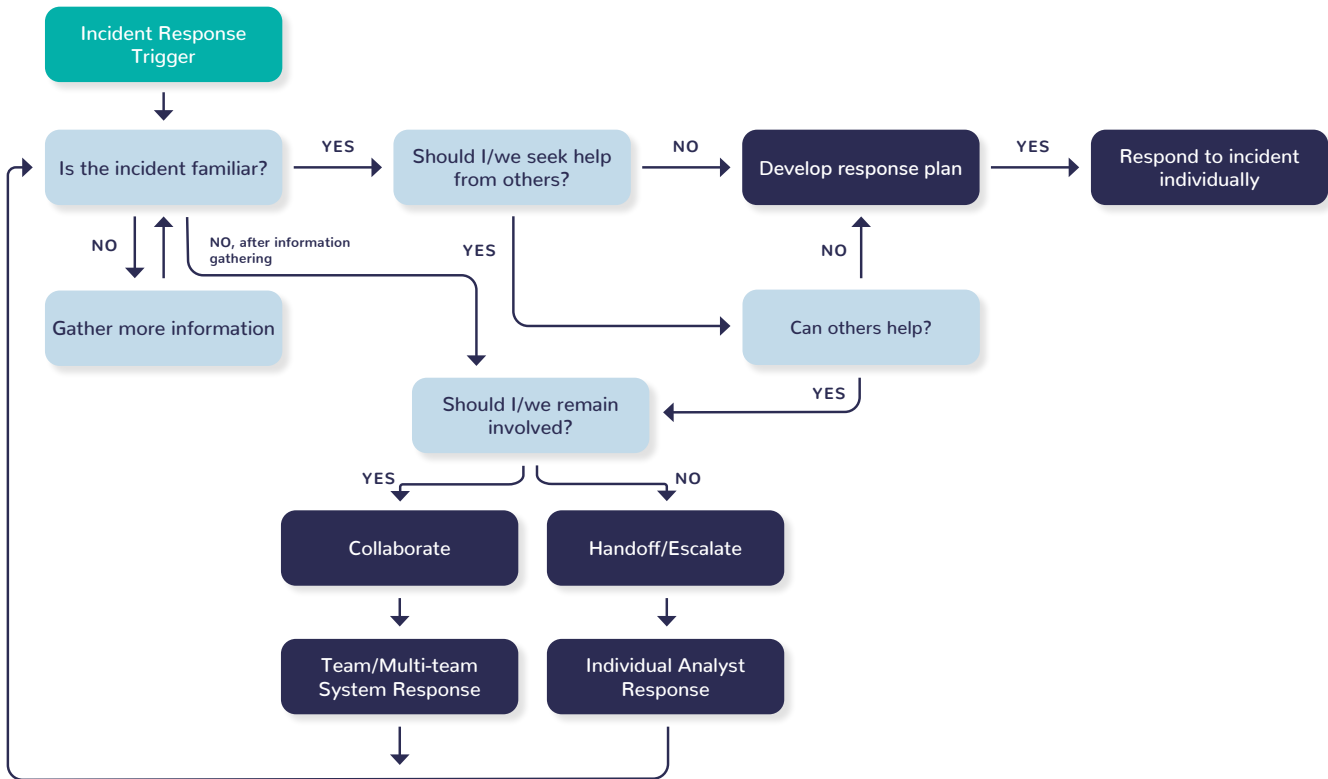
To create your own Collaboration Triggering Tree, identify the questions being asked (light blue), the decision points encountered (dark blue), and the process flow among these.

Boundary Spanning
A tool for identifying who communicates between teams

Use this tool to proactively organize which team members will communicate between teams and under what types of situations that communication will happen.

Specific Situation(s)	Team 1 Team Member	Team 2 Team Member	Information to be Exchanged	Team 1 Alternate Team Member	Team 2 Alternate Team Member

Incident-Dependent Interactions in Multi-Team Systems (MTSs)

Identification of Multi-Team Interaction Patterns

Below is a table and resulting chart of the interactions that occur between teams in an incident response ecosystem. Taking the steps of identifying interaction patterns allows for a more granular understanding of and preparation for both low-and high-severity events.

Teams	1.	2.	3.	4.	5.	6.
1.						
2.						
3.						
4.						
5.						
6.						
7.						

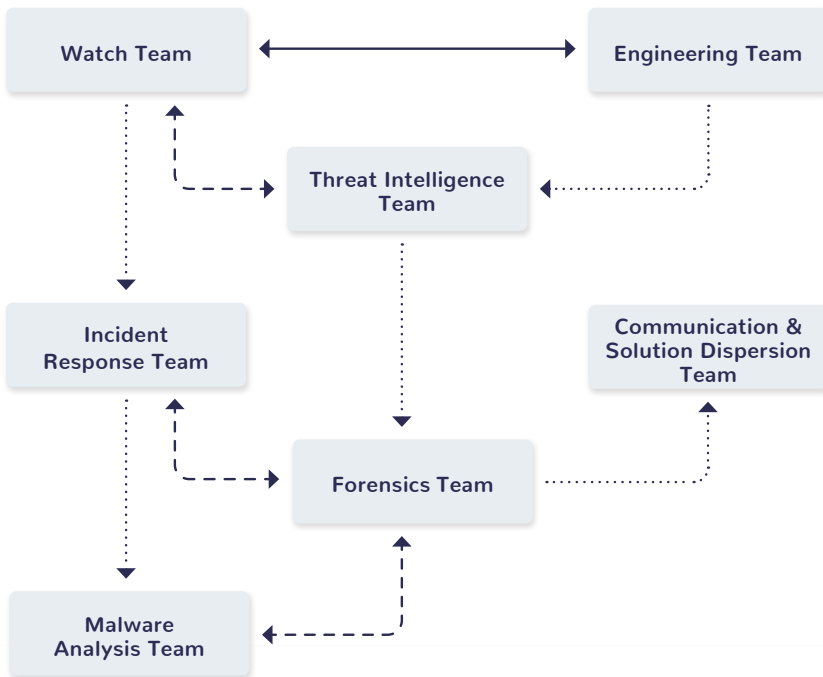| Instructions	
1	In the first column (labeled "Teams"), list each team in your MTS
2	Repeat list of teams in the top row, skipping team #7
3	In the upper right corner of each cell, using the Interaction Levels scale, indicate the level of interaction that occurs between the two teams during routine incidents.
4	In the lower left corner of each cell, using the Interaction Levels scale, indicate the level of interaction that occurs between the two teams during severe incidents.

Severe Incidents / Routine Incidents

Interaction Levels	
1	**Little or no interactions:** Teams generally work separately
2	**Moderate levels of interactions:** One team passes work to the next team
3	**High levels of interaction:** Teams pass work back and forth until incident is resolved
4	**Very high levels of interaction:** Teams work closely together, often gathering and meeting in the same space

Multi-Team System Mapping
A tool for identifying when and to what degree teams interact

Use this tool to visualize which teams interact with each other as well as to compare/contrast team interactions during routine operations and incident response.

SAMPLE MENU

Watch Team

Engineering Team

Threat Intelligence Team

Incident Response Team

Communication & Solution Dispersion Team

Forensics Team

Malware Analysis Team

Interaction Levels*

Very high levels of interaction

High levels of interaction

Moderate levels of interaction

*The baseline between teams that interact at all is moderate interaction.

NOTE:

At higher levels of incident severity, interactions between teams increase in intensity. Also, teams that do not generally interact begin to interact more frequently.

To create your own Multi-Team System Map, identify the teams in the system, to what extent they interact during routine operations, and organize the teams accordingly.

Shared Knowledge of Unique Expertise
A tool for sharing which team members have which knowledge, skills, and abilities

Use this tool to identify which areas of unique expertise each team member or team has that others know about and previously unknown areas of unique expertise.

Information I know that I think is unique from that of other team members	Examples of situations when that unique information is most useful	Skills I have that I think are unique from that of other team members	Examples of situations when those unique skills are most useful	Major events/ incidents have I been involved with

Information (Team Member) knows that I think is unique from that of other team members	Examples of situations when that unique information is most useful	Skills (Team Member) has that I think are unique from that of other team members	Examples of situations when those unique skills are most useful	Major events/ incidents have they been involved with

* To convert this to a Multi-Team System Charter, switch out "team" for "team member".

Training is an event.

Development is a process.