



ARMY RESILIENCE COMMUNITYLINK

THE ARMY RESILIENCE DIRECTORATE NEWSLETTER | DECEMBER 2022



Army Coaching Program allows you to participate in one-on-one coaching to improve professional skills. (Courtesy photo)

Army Coaching Program: Investment in Army Leadership

By Tara Davis, Army Resilience Directorate

Transitioning into a leadership role can be difficult, as it may be a Soldier's first-time overseeing others while trying to manage records and achieve the organization's common goal. It can be especially difficult to know exactly what to do or say in new settings or when facing unique challenges. Having a mentor or, in this case, a coach can make the transition to a new role easier, as this adviser can offer support and guidance by pointing the Soldier in the right direction and by sharing ideas they may not have considered.

The Army Talent Management Task Force is aiming to improve leadership skills by providing coaches (not to be confused with mentors) to Soldiers and DA Civilians through the Army Coaching Program (ACP). Lt. Col. Christine Baker explains, "Coaches are different from mentors because coaches are certified and credentialed professionals who provide individual insight to improve the leader's knowledge, skills and behaviors to achieve their goals."

The ACP aims to increase the human capital management

practices of the Army, such as retaining talent by providing feedback on Soldiers' careers and helping them achieve their goals. This program works in tandem with assessments and points in a leader's career, such as the Commander Assessment Program (CAP), providing a time to reflect with a professional coach in person or virtually over a personalized period. These one-on-one hour-long sessions allow the coach to provide you with the tools on how to build self-awareness and leadership skills, and then apply this knowledge to daily life and work experiences.

The coaches give program participants an opportunity to address blind spots while allowing them to develop their own approach to resolving their professional (or even personal) conflicts. This is one of the major differences between professional mentors and what the ACP offers. "Mentors will certainly provide answers on how they got there," Baker says. "Coaches are there for leaders to find their own answers by providing an in-depth look into how the leader wants to accomplish their own goal." These coaching

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DIRECTOR'S COLUMN

Team:

As we close out this year, I'd like to take the time to thank all of you—the Soldiers, Army Civilians, and Contractors across the Army—who work daily to improve the lives of everyone in the Army family. It is not an understatement to say that your contributions make a difference and are critical to helping the Army meet its mission.

Some of the highlights from this incredibly productive past year include establishing the Integrated Prevention Division; completing the prevention workforce survey; and implementing Phase I of the Army integrated prevention workforce—the Integrated Prevention Advisory Group. Also, we continued implementing the recommendations of the DoD Independent Review Commission and the Fort Hood Independent Review Committee to include publishing the Safe to Report and No Wrong Door policies.

In addition, members of the ARD staff continued supporting the People First Task Force, the Army Campaign Plan, and the DoD Suicide Prevention and Response Integrated Prevention Committee. We fielded Lethal Means Safety communication materials; developed/staffed both the new Suicide Prevention Program and new SHARP Program regulations; fielded a new male SHARP Campaign, a new awareness campaign for the Army Substance Abuse Program, and the first-ever awareness campaign for the Ready and Resilient (R2) Program. In addition, we executed the Army's Prevention of Harmful Behaviors Research Portfolio.

As we look forward to 2023, we're anticipating the rollout of the SHARP program restructure, the

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Image shows featured guests of the monthly webinars. (Graphic provided by Liz Briones)

Recap: September, October and November Webinars

By *Mavia Hanson, Army Resilience Directorate*

The Army Resilience Directorate (ARD) closed out the fiscal year webinar series in September with an overview of the Integrated Prevention Advisory Group (I-PAG). I-PAG is a workforce whose primary focus is to prevent harmful incidents and behaviors in the Army.

Attendees were privileged to hear from I-PAG Deputy Renee Johnson and I-PAG Prevention Evaluation Specialist Latoya Johnson. They explained the I-PAG initiative and reviewed the Secretary of the Army's six priorities, behavioral health epidemiological consultations for the past decade and the I-PAG Phase 1 rollout.

I-PAG will use a community-based approach, working with Army commanders to prevent workplace violence and to implement safety measures across the Army that enable Soldiers, civilians and their Families to stay safe and focus on the mission.

In October, the webinar series kicked off the fiscal year with a presentation from Col. Robert Stelle of the Office of Special Trial Counsel (OSTC). The OSTC is a new legal office, independent of local chains of command, that can determine whether to take sexual assault and other covered offenses to court-martial. The OSTC will be staffed at both the HQDA and installation levels by experienced judge advocate officers with specialized training in special victim prosecution.

During his presentation, Stelle discussed the OSTC background; key legislative changes and what they mean for the Army; and OSTC-covered offenses, operations, structure and installation-level implications. OSTC attorneys will work closely with local Sexual Assault Response Coordinators, Victim Advocates and

other survivor support personnel throughout investigations and subsequent actions.

For the November ARD webinar series, Lt. Col. Jacob Cool, Detachment Chief for the Defense Threat Reduction Agency — Europe, Kleber Kaserne, Germany, reflected on resilience and mental health in a webinar titled *Out of the Ashes*.

During the webinar, Cool talked about a personal tragedy, how the experience affected him and how his family overcame grief through resilience, mental health resources and community.

Cool discussed the four crisis response components, suicide prevention, mental health and how leadership can foster a climate of resilience. He also explained how a strong foundation of resilience can lead to a steady state of mental health.

Cool concluded with these key takeaways:

- Have the awareness, courage and perseverance to seek help.
 - Put in the hard work.
 - Do not wait to address problems; recovery is much harder the longer you delay.
- Let others help you.
- Integrate all four crisis response components during recovery.
- Understand that resilience is a process with no finish line.

Visit the ARD webinar gallery [here](#) for previous webinar recaps. To join the next live webinar, sign up [here](#) to get email announcements.

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RAND Study Examines Sexual Assault Experiences in the Active-Component Army

By Army Resilience Directorate Communications & Outreach

ARLINGTON, Va. — The RAND Arroyo Center released the results of an Army-commissioned study, “[Sexual Assault Experiences in the Active-Component Army: Variation by Year, Gender, Sexual Orientation, and Installation Risk Level](#)” on October 20, 2022. This study provides information on the characteristics of victims’ self-identified most serious sexual assault experiences, including sexual assault behaviors, perpetrators (including number, military status, gender, relationship to victim), times and places, alcohol and drug involvement, and co-occurrence with hazing, bullying, sexual harassment, and/or stalking in the previous year.

Findings show that women and men experience different types of sexual assault behaviors, perpetrator intent, and methods of coercion. For both male and female victims, the typical perpetrator is a male enlisted member of the military, acting alone. RAND found similar gender-based patterns and sexual orientation-based patterns at both high-risk and non-high-risk installations, as well as over time, which are indicators of culture. See: https://www.army.mil/article/247665/study_estimates_sexual_assault_and_sexual_harassment_risk_across_army_installations_units_and_occupational_specialties.

RAND conducted analyses, at the request of the Army Resilience Directorate (ARD), as part of a larger research project that began in 2020; a companion report on sexual harassment and gender discrimination was released in August 2021. See: https://www.rand.org/pubs/research_reports/RRA1385-1.html. RAND used data from the 2016 and 2018 Workplace and Gender Relations Surveys of Active-Duty members (WGRA), which is the

DoD’s official survey to estimate sexual assault prevalence in the military.

The intent of the study was to provide the Army with a data-driven understanding of where and how our prevention efforts should be targeted. In addition, the findings will help the Army focus prevention and training on the full range of sexual assault behaviors and scenarios that Soldiers experience.

The RAND study provides two policy implications. First, sexual assault prevention training materials should be aligned with Soldiers’ most common sexual assault experiences (as RAND also previously recommended for sexual harassment and gender discrimination) and should be expanded to incorporate the experiences of men, sexual minorities, and others whose sexual assault experiences differ from those of heterosexual women. Second, underscoring the crucial lack of data on the sexual assault experiences of sexual minorities in the Army, RAND recommended that sexual orientation be included as a sociodemographic variable in existing administrative data and future survey collections. This recommendation, which aligns with recommendations of the DoD Independent Review Commission on Sexual Assault in the Military, would require a change in DoD-level policy.

“The results of this report are critical for the Army’s recent pivot to data-driven prevention,” said Dr. Jenna Newman, ARD’s social science advisor. “By clarifying how sexual assault is perpetrated against female Soldiers vs. male Soldiers, and against non-heterosexually identifying Soldiers vs. heterosexual Soldiers, these findings enable the

Army to identify and more precisely target specific root causes, including climate-based and cultural contributors.”

“This foundational prevention research is an example of the Army’s commitment to understanding the trends and patterns of harmful behaviors,” said Dr. James A. Helis, Director of the Army Resilience Directorate.

The Fort Hood Independent Review Committee and the DoD IRC are two efforts that have aided in driving change within the Army’s SHARP program and related policies. The Army recently announced the implementation of the Office of Special Trial Counsel, a monumental change to the Service’s military justice system.

The Army will soon publish its first standalone SHARP regulation, which consolidates various Army policies that have guided the program over the years and incorporates all DoD-directed requirements.

Also, the Army is currently implementing Phase 1 of the Integrated Prevention Advisory Group. The I-PAG will work with Army commanders to execute and evaluate evidence-based approaches to reduce harmful behaviors, including sexual harassment and assault, extremism, racism, and domestic violence.

“The Army is also continuing to sponsor foundational prevention research that examines the role of climate and culture in sexual assault, sexual harassment, and gender discrimination, as we work to build a data-driven understanding of the Army’s unique environments and most vulnerable populations,” said Newman.

Stand Up for SAAPM 2023: Crowdsourcing Results

By Tara Davis, Army Resilience Directorate

Sexual Assault Awareness and Prevention Month 2023 is coming in April and we are currently deciding the theme. Soldiers and Army Civilians submitted the ideas. The ARD Facebook page featured the submissions and is where Soldiers and the Army Family voted for their favorites. A panel of ARD headquarters leaders and SHARP program leaders will select one idea from the top three vote receivers based on creativity, messaging and theme.

The top three ideas were submitted by:

1. **Sharlene M. Vega, SSG, USAR:** Education of People + Everyone’s Action = Prevention
2. **Jess Wilson, Space Brigade, Fort. Carson, Colorado:** Intervene. We are a team.

3. **Debra Browy, NETCOM ECED:** It’s only a moment for you but a lifetime for them.

The winning theme and visual concept (photo or graphic) will be featured in ARD print and digital materials for the Army’s SAAPM 2023 campaign, and the creator will receive a certificate of appreciation and an Army challenge coin. Campaign materials will be available early next year on the ARD Products on Demand site <https://marcomecentral.app.pti.com/ironmark/ARDMaterials>.

For more information on SAAPM 2023, visit <https://www.armyresilience.army.mil/SAAPM-2023/index.html>.





Unwrapping the Holiday Spirit on Army Bases

By Kim Ferraro, Army Resilience Directorate

Celebrating the holidays with family and friends, in a cozy environment infused with the aroma of home-baked cookies and sparkling with dazzling lights and a centerpiece tree, is a ritual many people take for granted. But for those who spend this special season on an Army base, this joyful tradition represents yet another sacrifice they make while serving their country.

Still, while there's no place like home for the holidays, each year Santa's helpers at military bases around the globe gleefully take on the challenge of re-creating its comforts.

One base where that's apparent is Fort Campbell in Kentucky. "Any time we're able to show our Soldiers and Families that they are valued is a special event for us," says Melissa Schaffner, the chief of the Nonappropriated Funds Support Division.

The merriment begins early in December with the tree-lighting ceremony, which includes a crafts market, food trucks and Santa, arriving on a fire engine. For those who want to break a sweat in ostentatious style, there is an ugly-Christmas-sweater run, an event where Soldiers can also pick up a free holiday tree.

Service members' children can choose from visits with Santa, craft activities, storytelling sessions and a Christmas Eve pancake breakfast, followed by bowling.

Residents and community groups in the surrounding neighborhoods delight in showing their appreciation for the troops, bringing gifts for Army Families and providing tickets to ice skating rinks and seasonal concerts. And the regional USO offers plenty of activities, such as a Santa's

Workshop, where participants make holiday gifts, and a Santa Paws event, at which pets get treats courtesy of the red-suited star of the season.

"These local partnerships truly make our military feel welcome and embraced, whether on post or off," Schaffner says.

At the nation's largest Army base, North Carolina's Fort Bragg, holiday highlights include tours of the base's elaborately decorated historic homes, and the multiday toy drop, during which Soldiers give hundreds of toys to needy local residents and can then go for a thrilling airplane jump, according to Matt Visser, the base's deputy director of public affairs. Giving back to those who selflessly forgo family gatherings in order to serve is a mission that leaders take seriously, he says. So each year, they invite Soldiers to spend Christmas Day in their homes to partake in a traditional meal and relaxing conversation. Another leadership priority is ensuring that all service members can spruce up their homes, so a base program provides hundreds of trees to Soldiers who cannot afford one.

Despite all the festivities, the December holidays can sometimes be tough for Soldiers who are single and have no family on base. That's why Fort Campbell provides Thanksgiving and Christmas meals for them at the Warrior Cafe, an eatery and gaming center. "For Soldiers who are in the barracks without options to join Family or friends, the Warrior Zone is a place to spend time with others in similar circumstances," Schaffner says. "Our goal is to provide a comfortable place where Soldiers can meet new friends and have a buddy to help prevent isolating behaviors that can lead to depression."



Fort Bragg celebrates Vona family as 2021 Family of the Year. (Courtesy photo)

Armed Services YMCA Fort Campbell also delivers a morale boost with activities including a program that provides transportation for junior Soldiers and their Families to go home for the holidays. "Our gift-card giveaway is always a hit and blesses families who otherwise would not be able to put gifts under the tree," programs director Hillary Brewer says.

At Fort Bragg, single Soldiers who opt to stay in the barracks can gather in the dining hall for a feast of sumptuous treats such as lobster and steak, served to them by officers.

The goal of all these celebrations is to bring a sense of lightness to those who bear the constant physical and emotional burden of preparing to defend our country at any time. By participating in the pleasures of the season, Soldiers can reenergize both their bodies and minds, making them more resilient to tackle the critical duties that keep Americans safe.

As Visser notes, "As long as we are caring for people as we would our own family, they're going to feel special, and it will be reflected in their service."

Creating Your Own Holiday: Nontraditional Family Celebrations

By Shirley Tien, Army Resilience Directorate

Festivus for the rest of us! As the iconic sitcom *Seinfeld* demonstrates, the holidays can be a great time for family and friends to get together and celebrate, even in a nontraditional, nonreligious alternative fashion. Due to the diverse group of Soldiers who make up the Army, though, many do not or cannot partake in these gatherings. Going against these social norms can increase loneliness and depression. And while it is a misconception that death by suicide increases during the holidays, to avoid isolation, service members should consider creating their own traditions.

The Army provides many ways to do this. "The Fort Drum [BOSS program](#) has daily activities and programs to keep Soldiers busy and help them connect to others throughout the holidays," Bill Van Orman, manager of the Suicide Prevention Program at Fort Drum, New

York, says. There are plenty of opportunities out there. What's important is finding what works for you. Here are a few options.

Soldiers night

Grab all your battle buddies who are away from home, who don't celebrate the usual festivities or who are on a budget, and just spend time together. Put on some music, talk about your day or play video games. Turn that silent night into a Soldiers night!

Volunteer

Being away from loved ones can be tough, so volunteering somewhere, like at a [local food bank](#), can get you out of the barracks and enable you to help those in need. Serving the community helps you stay connected and gives you a sense of purpose. Make it a yearly event.

Digital diversion

If you're more of an introvert or just prefer to be

away from crowds, stay in and chat on an [online forum](#). Find others who share the same hobbies. You never know whom you may end up socializing with. It could be a onetime thing or turn into an annual get-together.

However you decide to spend the holidays, be sure to check on your fellow Soldiers. As Van Orman notes, "Returning from opportunity leave can also be depressing for Soldiers and their Families as they leave home to return to their installation." Remember that the Military Crisis Line is available 24/7; dial 988 and press 1.

When you find yourself not in the typical holiday scenario, don't dwell on it alone. Either get out and find others with similar interests or connect online. Have fun socializing, and maybe create your own annual theme. If you happen to find a Festivus metal pole that matches the bunk, nab it—it makes a great holiday accessory!



Soldiers place a star atop the Christmas tree. (Courtesy photo)

Bells on Bobtails Ring: Sexual Harassment Warning Signs During Holiday Festivities

By Mavia Hanson, Army Resilience Directorate

"Bells on bobtails ring, making spirits bright" is a famous line in the classic holiday song "Jingle Bells." Bells on bobtails refers to an old-fashioned alarm system for sleighs. In places where people traveled by sleigh, snowbanks would pile up and restrict visibility. So, to prevent collisions, sleigh drivers placed bells on horses' tails (bobtails) to alert pedestrians and sleighs that another sleigh was nearby.

Let's reflect on our own "alert systems" when celebrating the holidays with friends and family. This time of year, many people attend large holiday gatherings with peers they don't often see or peers who don't usually consume alcohol. These events can lead to excessive alcohol consumption and questionable or undesirable behaviors.

According to Chad Stiles, the sexual assault response coordinator (SARC) for the DC Army National Guard, it's likely there will be an increase in reported sexual harassment and sexual assaults at larger gatherings, and not just during the holiday season. Stiles says, "Based on my experience, the influx in incidents and reporting are usually attributed to the presence of alcohol at these functions and the culture and climate within the hosting organization."

You can set your alert system to help prevent sexual harassment and sexual assault by knowing the warning signs and recognizing intervention opportunities:

- Inappropriate or lewd comments made to you or around you
- Repeated unwanted requests for sexual favors or dates from peers or leaders
- Jokes about sex or slurs (remarks that may shame or insult) based on gender or sexuality (e.g., "all women are," "bisexual people are...")
- Unwanted emails, texts, messages, videos or

photos of a sexual nature

- Gossip about someone's relationships or sex life
- Unwanted touching, massaging, kissing or hugging
- Staring, leering or making gestures of a sexual nature
- Blocking someone's way or their movement, especially in a physically threatening or intimidating way
- Indecent exposure such as flashing or mooning

Stiles also recommends that commanders encourage a culture of consent and safety. His advice is, "Use correct DOD terminology when having a SHARP conversation, and be actively involved. Command and leadership playing an active role and leading those discussions is paramount in guiding a culture of safety, consent and inclusivity within their unit."

For service members who want to encourage a culture of consent and safety, Stiles suggests, "Be the leader you want for yourself. If you see something abnormal and it's safe to do so, intervene. Speak to them about how their harassment was wrong. If you are witnessing sexual assault, make sure the immediate needs of the victim are met and call for help. If appropriate, calling 911 is an option."

If you or someone you know needs to report sexual harassment or sexual assault, you can contact the SARC or VA or call the DOD Safe Helpline 24/7 at 877-995-5247. Anyone can call the helpline, not just service members. There is also a website and an app with a chat feature you can use.

For more information about ARD's sexual harassment and Sexual Harassment/Assault Response and Prevention Program, visit <https://www.armyresilience.army.mil/sharp/index.html>.

New Army Resilience Podcast

By Lytaria Walker, Army Resilience Directorate

The Army Resilience podcast is ramping up! We have three episodes coming your way very soon. October's podcast featured Col. Robert Stelle. He discussed the U.S. Army Office of Special Trial Counsel (OSTC), a recently established independent prosecution office.

The OSTC is part of the Army's efforts to respond to sexual harassment and sexual assault in the ranks. Stelle noted how this office brings the Army closer to compliance with congressionally mandated reform targets and the Safe-to-Report policy, an Army directive already in effect. Stelle's podcast was intriguing and informative.

Lt. Col. Jacob Cool was our featured podcast guest for November. Cool shared his riveting story of tragedy to triumph. While he was stationed in Afghanistan, he lost his son unexpectedly. Cool explained how he and his wife were at the brink of suicide. With a good support team and counseling, he was able to regain his resilience and rise to the occasion.

Cool discussed suicide prevention, the four crisis response components, mental health and ways leaders can foster a climate of resilience. Cool rounded out the podcast with a lesson on how a strong resilience foundation can lead to a steady state of mental health.

The Army Resilience Round Up podcast offers resources to help Soldiers maintain resilience. Remember, you are RESILIENT!

ARMY RESILIENCE ROUND UP

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LISTEN TO PODCAST EPISODES 2 AND 3 [HERE](#).

AROUND THE FORCE

- ▶ SHARP
- ▶ Suicide Prevention Program (SP2)
- ▶ Ready and Resilient
- ▶ ASAP



First Sergeants and National Support Element Training, Facilitating Prevention Discussions

SEMBACH KASERNE, GERMANY — U.S. Army NATO Brigade Command Sgt. Maj. Bryan Valenzuela hosted a culture development training for the National Support Element Detachment noncommissioned officers, command sergeants majors, first sergeants and human resource professionals. The goal was to create a culture of prevention, trust and connectedness through engaging training and education while providing the best support possible to Soldiers, Department of Army Civilians and Families, to ensure a high level of readiness. Among other presenters, Sgt. 1st Class Jonathan Burney (brigade paralegal NCO), Sgt. 1st Class Benjamin Corey (religious support NCO), Sgt. 1st Class Brandy Jackson-Frazer (brigade SARC) and Sgt. 1st Class Fuechi Moua (battalion collateral duty SARC) facilitated deep discussions to encourage leaders to be alert to concerning behaviors and early warning signs and to recognize the vital role they themselves play in building a cohesive team. They educated participants on approaches to leadership, spiritual readiness and primary prevention that are counterproductive and how to foster the use of effective management techniques in their units that will inspire Soldiers. (Photos by Troy Darr, public affairs officer, U.S. Army HQ USANATO)



United States Army Reserve Command Prevention Team Spirit

FORT BRAGG, NC — Total body wellness includes physical, social, spiritual, emotional and family strength. The service and support division at U.S. Army Reserve Command is working on three of those components every day through a physical fitness competition to prepare participants for the Army Combat Fitness Test. The team-building events were led by Lt. Col. Cindi Gold, U.S. Army Reserve Command liaison officer for the People First Task Force and Prevention Team. The USARC team huddles together to perform push-ups, planks and prayer (the "Triple P"). Since September, staffers have continually pushed themselves and one another to increase their scores. (Courtesy photo)



Hawaii Army National Guard Unit Prevention Leader Certification Training 2022

PEARL CITY, HAWAII — Hawaii Army National Guard (HIARNG) Soldier Sgt. 1st Class Thomas A. Foster, HIARNG drug testing coordinator, demonstrates how to properly seal a testing bottle during a Unit Prevention Leader (UPL) Certification Training course on Nov. 14-15, 2022. Those who are certified UPLs are the commander's subject-matter experts for the Army Substance Abuse Program. (U.S. Army National Guard photo by Spc. Mariah-Alexsandra K. Manandic-Kapu)



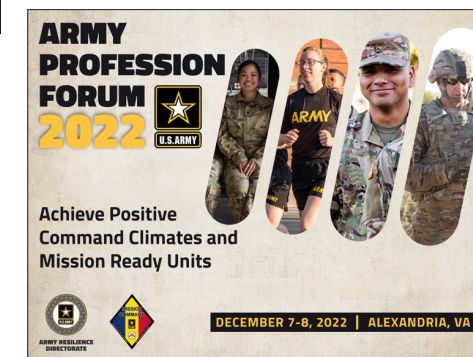
ARD Exhibit at AUSA With IPSSA and IPD

WASHINGTON, D.C. — Renee Johnson (right) and Dr. Katherine Schaugency of the Army Resilience Directorate's Integrated Prevention Division shares information about the Army's Integrated Prevention Advisory Group, or I-PAG, with attendees of the 2022 Association of the United States Army Annual Meeting. ARD partnered with team members of the Integrated Personnel and Pay System-Army, or IPPS-A, to exhibit during the conference Oct. 10-12. (Courtesy photo)



412th TEC November Battle Assembly

THEATER ENGINEER COMMAND HEADQUARTERS, Miss. — Master Sgt. Darlene Nelson, a victim advocate with the 412th Theater Engineer Command Headquarters and Headquarters Company, spoke about ways to report sexual harassment and sexual assault related issues on Nov. 6. (Army Reserve photo by Sgt. Veroniccya Neal)



Army Profession Forum

ALEXANDRIA, Va. — The Army Profession Forum was held on December 7th and 8th. The event serves as a platform for senior Army leaders to discuss topics relevant to the profession. This year's theme was achieving positive command climates and mission-ready units. (Graphic design by Tecumseh Welsh)



WACH Soldiers Boost Teamwork, Resilience Skills on Obstacle Course

By Susannah K. Knust, Amanda Adrian and John Eric Novosel-Lingat

Under a blue desert sky on the outskirts of Fort Irwin, in California, over 120 Soldiers from Weed Army Community Hospital (WACH) worked together to complete a physically and mentally challenging obstacle course. The hospital requested that master resilience trainers—performance experts (MRT-PEs) from the Ready and Resilient (R2) Performance Center—assist with its annual training efforts.

Along with the course's physical obstacles, MRT-PE Dee Morrow created mental obstacles that the teams completed throughout the course, so Soldiers could have fun while building team cohesion and developing skills. Participants received initial training on Real-Time Resilience (RTR) and Activating Event, Thoughts, Consequences (ATC) skills from WACH MRT Staff Sgt. Lacy Reed and MRT-PEs before competing in teams of 10, with a time limit of 40 minutes to complete the course.

Mental obstacles included activities such as nut stacking and jigsaw puzzles, which require fine motor control, and mental games such as Categories. When experiencing counterproductive thoughts in the heat of the moment, Soldiers relied on their MRT training to reframe those thoughts using RTR sentence starters like, "That's not completely true because..." or "A more optimistic way of seeing this is..."

The training helped to strengthen the relationship between WACH and the R2 Performance Center, which will be beneficial during upcoming Expert Field Medical Badge (EFMB) training.

"EFMB requires a lot from Soldiers physically and mentally, and the obstacle course mimics this environment," Morrow said. "Not only do Soldiers have to physically overcome obstacles, but they must regulate and leverage their thoughts effectively to perform through mental obstacles. By taking some control over your thinking [by using RTR], you can make it physically easier to do your job or complete the task at hand."

"There are many physical and mental demands that must be navigated to earn the coveted EFMB badge," MRT-PE Jeremy Richter said. "Leveraging RTR helps Soldiers have their thoughts working for them, not against them. Given the stressful and exhausting experience, it's natural to have thoughts regarding doubt, failure and so forth. When we are thinking counterproductive thoughts, it's difficult to focus on the task and bring the best of our ability. We help Soldiers learn strategies such as RTR or other performance enhancement skills like building confidence to prepare themselves prior to any test and to adjust during the test."

"It's refreshing to see former MRT students in a new avenue," Richter said. "We get a chance to see

them be the leaders they are while also seeing moments where the MRT training is coming through."

After the training, one participant observed, "We learned to work together and support one another throughout the course."



Soldiers participate in an obstacle course in Fort Irwin, California.

Time Management. What Is It, and Why Is It Important?

By Antwaun Parrish, Army Resilience Directorate

According to the Oxford English Dictionary, time management is the ability to use one's time effectively or productively, especially at work. Oftentimes, we are tasked with completing several projects that can have a concurrent deadline.

Why is time management important? It's important to be able to be productive as some jobs or careers have a higher operational tempo than others and require much more in order to support the unit. It not only is important for work tasks but for your personal life as well. Most people aren't focused on work 24 hours a day, as they have other responsibilities and interests outside of their jobs. So, including these as a part of time management is important to build a healthy work-life balance.

Since COVID-19, many organizations have adopted remote work for many of their employees. Working from home has proven to be just as effective as being in the office, however, there can be more distractions at home than in the office.

How does one work on multiple tasks yet still manage to do their best with each assigned

project? From personal experience, I often work best when I make a list of the things I need to accomplish daily. Also, I figure out the requirements for the tasks and prioritize them based on the amount of work each takes to complete. Being organized and having everything clearly listed has helped me stay focused and able to meet deadlines without the stress of completing something at the last minute. An [Indeed](#) article titled [5 Time Management Strategies to Defeat Distraction](#) outlines ways to be productive and use your time more effectively. The 5 strategies are:

- **Prioritize**-Instead of trying to tackle everything on your to-do list at once, start by figuring out what's most important.
- **Avoid multitasking**-Once you know what's most important, avoid multitasking; research shows humans aren't very good at it. Why? Every time you switch tasks — even if it's just looking up from reviewing a resume to check your email — your brain has to refocus, breaking the extended concentration needed for innovative thinking.

- **Eliminate distractions**-Don't rely on willpower alone to reduce distractions.
- **Set boundaries**-Even though the hiring process demands a high level of communication, that doesn't mean you need to be reachable 24 hours a day or respond to requests within minutes. Setting boundaries about when you can be contacted and managing expectations for response times will make both you and others feel less frantic.
- **Do the hardest tasks when you feel the best**-Research shows that for most people, morning is the ideal time to take on challenging tasks, so try to stick to this schedule. Do tasks that require lower engagement during your "off times," and consider scheduling meetings then, too. Save your golden focus time for the most important work.

In closing, the thing that has helped me the most with time management is organizing. Once everything is organized, I am more capable to complete my projects and not miss any deadlines.



Army Coaching Program *LEADERSHIP Continued from page 1*

partnerships are so important because it's an investment in our future Army leaders and helps them to learn how to perceive their future and current circumstances."

The ACP is one of many programs that the Army now offers to help build the professional skills of our current and next generation of leaders. Since 2019, the ACP has been connecting Soldiers to coaches who have both military and nonmilitary experience to help Soldiers achieve their goals. The coaches are certified by the International Coaching Federation. The following experts are allowed to formally coach in the ACP:

- **Professional trained coach:** an individual with a coaching certification who offers support through an ongoing partnership designed to help students in the program maximize their potential in their personal and professional lives.
- **Internal ACP coach:** a certified coach who

is employed within the Department of the Army and provides coaching services to other Army members and other federal government employees.

- **External coach:** a certified coach who is either self-employed or partners with other professional coaches to form a coaching business that conducts business with the federal government.

"The best candidates for the Army Coaching Program are candidates ready to truly look at themselves and willing to be vulnerable in assessing where they currently stand," Baker says.

The ACP is a non-attributional, Soldier-focused, confidential and career-long program that focuses on a Soldier's self-development and professional goals as well as their performance potential.

Retaining talent is a major goal of Army leadership and is at the forefront of achieving the human resource goals of the Army of 2030. Baker says, "Technology is consistently changing, and yet our minds are adapting to how we can predict the future based on context from our experiences. Coaching helps provide a place where leaders can use a sounding board for challenging how we perceive our future and our current circumstances in order to address how we truly move forward to accomplish our goals and provide war-winning talents for the Army of 2030 and 2040."

This program, as well as the CAP, are showing the overall change toward turning the workplace climate of the Army into a place that values its people, wants to build confidence to increase engagement, and to foster professional growth of its Soldiers. "Having someone to check in with and to work with us in addressing blind spots can be instrumental in leadership where sometimes leaders may not see them," Baker says.

Talent attrition is a major expenditure of the Army. With new programs like the CAP and ACP, the Army hopes to increase retention and build opportunity for the current and next generations of Soldiers by improving their mindset and increasing their engagement, and by investing in talent.

The ACP is there to help leaders be the best they can be by focusing on self-development, professional goals, performance and potential. "Leaders in the Army are responsible for their organizations," Baker says. "Mentors will certainly provide answers on how they got there. Coaches are there for leaders to find their own answers."

To find out more about the Army Coaching Program and learn how to register as a coach, or become one, visit <https://talent.army.mil/acp/>.

Looking for my information about coaching? The Center for the Army Progression and Leadership website offers additional resources. To access, visit: <https://capl.army.mil/leadermap/web/LO6T02P040.html>.

"Leaders in the Army are responsible for their organizations. Mentors will certainly provide answers on how they got there. Coaches are there for leaders to find their own answers."

— Lt. Col. Christine Baker, Army Talent Management Task Force

Reflecting on the Year *DIRECTOR'S COLUMN Continued from page 2*

rollout of Phase II of the I-PAG, which means more prevention specialists at more Army installations, and the publication of the new Lethal Means Safety Toolkit.

None of this would be possible without the hard work of each and every member of the team. I can say without a doubt that every member of the Army Resilience Team contributed in some form or fashion to moving these numerous initiatives. Your time, energy,

and devotion give life to the Army's guiding principle of putting people first.

As we look toward the New Year, we must remain laser focused on meeting the needs of our Army Team by delivering the right programs, and the right policies and services at the right time.

In closing, please take the time to rest and recharge. Spend time with your Family and

friends this holiday season Refresh your body, mind, and spirit, and ensure you sustain your readiness and resilience as we move into the new year. I am honored to serve with you and look forward to working with you in 2023.

Happy Holidays, and Thanks for all you do for the Army!

People First, Army Strong!
James A. Helis, Ph.D.

New "This Is Our Army" Awareness Products Now Available

The Army Resilience Directorate recently developed new awareness campaigns designed to strengthen resilience and reduce harmful behaviors. The campaigns include the Army's first-ever Ready and Resilient campaign, "Prepare. Perform. Succeed." and the Army substance abuse program campaign "Let's Talk. I'm Listening." — designed to facilitate unit cohesion, help-seeking

behaviors and intervention, and to encourage responsible alcohol use. All campaign materials highlight the resilience trainings and resources available through the Army's R2 performance centers.

"Prepare. Perform. Succeed." and "Let's Talk. I'm Listening." follow the recently fielded SHARP

campaign "Step Up for Your Brother" geared toward men, and a new Deployment Health Assessment Program campaign and Lethal Means Safety communication materials. The tagline for all awareness materials is "This Is Our Army."

Materials are available for print ordering and digital download on the [product on demand site](#).



Coping With Anxiety: How to Manage and Control Worry

By Chester Curtis, Army Resilience Directorate

Many of us have worried about something. It can seem trivial, or it can be something beyond our control like the weather. Worry is unavoidable, but we manage to control it. In fact, many of us use it to our advantage with extra preparation and awareness. However, worry can get out of control. Another name for worry is anxiety, and it can lead to disastrous results if not controlled.

According to the Mayo Clinic, anxiety is a feeling of fear, dread and uneasiness. It might cause you to sweat, feel restless and tense, and have a rapid heartbeat. It can be a normal reaction to stress. For example, you might feel anxious when faced with a difficult problem at work, before taking a test, or before making an important decision. It can help you to cope. The anxiety may give you a boost of energy or help you focus. But for some people, feelings of frequent anxiety, fear, terror or panic for no apparent reason are part of their daily lives and affect their quality of life. The fear can be overwhelming.

However, according to the Mayo Clinic, the following strategies can be used to help alleviate feelings of anxiety.

Exercise: Exercise is a powerful stress reducer. Develop a routine so that you're physically active most days of the week. It can improve your mood and help you stay healthy. This can be as simple as taking a walk around the neighborhood.

Have a healthy diet: A healthy diet that incorporates vegetables, fruits, whole grains



Soldier and Civilian at the U.S. Army Sustainment Command (ASC) relax in the "recharge room" at ASC Headquarters.

and fish may help reduce anxiety.

Sleep: The brain needs sleep to thrive. Studies show that most adults need seven or more hours of sleep a night. Going to bed and waking at the same time also help you create healthy sleep habits.

Stress management: Mindfulness and meditation practices can reduce anxiety and increase calm.

Avoid alcohol and recreational drugs: While it may feel at the time that that glass of wine is helping you relax and feel better, these substances can cause or worsen anxiety.

Quit smoking: Nicotine can exacerbate the symptoms of anxiety.

Cut back or quit drinking caffeinated beverages: Caffeine can exacerbate the symptoms of anxiety.

Socialize: Humans are social animals and human interaction is important. Being around loved ones can help you feel better.

Keep a journal: Keeping track of your personal life can help you identify what's causing you stress and what seems to help you feel better.

Any of these strategies can help reduce anxiety. However, if whatever you do to reduce stress and anxiety is not having an effect, talk to a health care provider or behavioral health professional before the anxiety starts to overwhelm your life.

If you have questions or need assistance in relieving anxiety, contact Military One Source at [MilitaryOneSource.mil](https://www.militaryonesource.mil) or call 1-800-342-9647 or check the Army's Holistic Health and Fitness (H2F) Resources at <https://www.hprc-online.org/>.

Winter Resilience Strengthening Campaign

By Shirley Tien, Army Resilience Directorate

We all need reminders to help us stay resilient. That's why ARD has created the Winter Resilience Strengthening Campaign for public affairs officers, R2PC and SHARP program managers, SP2 managers and other stakeholders to lead their own social media campaigns to build resilience over the holidays.

Visit the ARD products on demand site to download a social media toolkit with actionable tips to help Soldiers stay resilient this winter:

<https://marcomcentral.app.pti.com/ironmark/ARDMaterials>

MINDFULNESS

Staying in the present moment



Five Tips to Mindful Drinking During the Holiday Season

By Lytaria Walker, Army Resilience Directorate

'Tis the season to be jolly and mindful. The Holiday Season is upon us. There will be lots of parties and opportunities for you to socialize, drink and be merry. Remember, that being social and merry can occur without drinking alcohol. If you choose to drink, make sure you're doing it the right way. The mindful way. Mindful drinking is not about quitting alcohol but being aware of how much alcohol you're consuming and its impact on you in the moment. It's about recognizing the reasons for and the consequences of drinking. It's about bettering your relationship with alcohol so that you increase enjoyment and decrease negative side effects like anxiety and regrets. Mindful drinking is more than a thought. It's a practice. Just think about it as another way to care about your health. It's actively tracking and managing your drinking. Sort of like counting calories.

In 2019, 47% of adults in the U.S. said they were making efforts to reduce their alcohol consumption, yet fewer than 1% of drinkers were seeking outside help to change their drinking habits. (Source: Nielsen IQ)

Mindful drinking can make room for real change in a positive and proactive way. You'll experience physical, mental and financial changes. It can also improve sleep, reduce anxiety, serve as a weight management tool, lower your blood pressure, offer better liver function, and give you healthier skin and more brain power.

Here are five tips to practicing mindful drinking during the holiday season from Laura Garcia, M.S. Ed., ASAP prevention coordinator, Fort Rucker, Alabama:

1. Aim for small victories. Focus on small wins. Having long-term goals is great, but in this case, focus on one event at a time. Small wins add up to big wins over time. Plan ahead for each event. Know when you walk into the



Soldiers from the Mississippi Army National Guard celebrate with one another during the Saint Barbara's Ceremony, on Dec. 4, 2021 (Courtesy Photo from DVIDS).

- party what may be there to eat and drink.
- 2. Alternate with water.** Drink a big glass of water in between drinks. This helps keeps you hydrated. It's a win-win. Drinking water will also fill you up and slow down your consumption.
- 3. Eat.** Eating helps to break up drinking and keeps you from drinking too much. Nibble on healthy snacks like almonds and fruit. If you're dining out, order an appetizer. Just eat. Garcia says drinking on an empty stomach increases the rate at which your body absorbs the alcohol. Eating helps to process the alcohol at a slower rate.
- 4. Nurse your drink.** Take slow sips and enjoy the flavor. This makes the drink last longer. Choose club soda or tonic water instead of an alcoholic drink. You may not notice the loss of alcohol if you have the mix without it.

5. Have a backup plan. Things don't always go as planned. It's called life. Give yourself the power to call it a night. You may end up leaving the party early and that's OK. Plan with your friends who will be taking you home. Define the designated driver before you have your first drink. Share your backup plan with others.

Garcia adds, "The holidays are a great time to enjoy yourself. But know your limits and own your actions. Please do not let this holiday season be the reason that someone is grieving! Don't let that be your legacy to your friends and Family! Drink and enjoy, but think before you drink too much!"

The Army Resilience Directorate website offers additional resources that Soldiers and Family members can use to help them cope with alcohol and substance abuse at <https://www.armyresilience.army.mil/ASAP/index.html>.

ADDING REALISTIC OPTIMISM TO ADVERSITY

Optimism can help you manage your energy by focusing your efforts. Focusing your efforts also gives you the best chance of overcoming adversity and increasing confidence in yourself and your team. Having realistic optimism in challenging situations can help us:

- Stop wasting time on areas that won't cause effective change.
- Make better decisions by not over- or underestimating your control.
- Regulate emotions.

To learn how to build optimism skills to sustain personal readiness, set up a one-on-one session with an MRT-PE at your nearest R2 Performance Center: <https://www.armyresilience.army.mil/ard/R2/R2-Performance-center.html>





ARMY RESILIENCE

THE ARMY RESILIENCE DIRECTORATE NEWSLETTER

DECEMBER 2022

HAIL AND FAREWELL

We invite the Army Resilience Directorate community to join us in welcoming new members to ARD headquarters. Congratulations to current members on taking new positions and a fond farewell to outgoing members departing the Directorate.

Hail

- Dr. Beverly Fortson, Integrated Prevention Division chief
- Stacy Hale, SHARP

Farewell

- Staff Sgt. Carlos Ruiz Negrón, ARD Front Office
- Maj. Kyle Garis, SHARP



UPCOMING EVENTS

JANUARY

Society for Social Work and Research (SSWR)

January 11–15: The SSWR annual conference offers a scientific program that reflects a broad range of research interests, including workshops on the latest research methodologies and sessions spotlighting studies on child welfare, aging, mental health, welfare reform, substance abuse and HIV/AIDS.

Location: Phoenix, Ariz. **Learn more:** <https://secure.sswr.org/2023-conference-home/>

NASPA Alcohol, Other Drug and Campus Violence Prevention Conference

January 19–21: The conference will highlight trends and emerging issues, campus or community coalitions and partnerships, evidence-based and evidence-informed practices, innovative solutions and changing practices, and the strategic prevention framework.

Location: Kansas City, Mo. **Learn more:** <https://www.naspa.org/events/strataod>

Community Anti-Drug Coalition of America (CADCA)

January 30–February 2: CADCA aims to strengthen the capacity of community coalitions to create and maintain safe, healthy and drug-free communities globally. This is accomplished by providing technical assistance and training, public policy advocacy, media strategies and marketing programs, training and special events.

Location: National Harbor, Md. **Learn more:** <https://www.cadca.org/forum2023>



There is hope.



If you or someone you know is experiencing thoughts of suicide, call the 24/7 **Military/Veteran Crisis Line at 988 and Press 1 or text 838255.**

TOP PERFORMING POSTS

FACEBOOK



Impressions: 4.6K

TWITTER



Impressions: 510

INSTAGRAM



Impressions: 68

LINKEDIN



Impressions: 74

SOCIAL MEDIA UPDATE

Follow @ArmyResilience

Please coordinate with your Public Affairs Office to share or retweet @ArmyResilience content on Command or Installation Facebook, Twitter, Instagram and LinkedIn platforms. Contact Mr. Kevin O'Brien for questions regarding ARD social media at kobrien@strategyconsultingteam.com.

Army Resilience Directorate

ARD COMMUNITYLINK

December 20, 2022, Volume 7, Issue 2

The ARD Community Link newsletter is an authorized bi-monthly publication produced by the Army Resilience Directorate for the Army community. The contents of the ARD Community Link are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense or the Department of the Army. The editorial content of the ARD Community Link is the responsibility of the Communications, Outreach & Leadership Engagement branch at ARD. For questions, or to subscribe or submit articles and photographs to the ARD Community Link, please contact the editor at lwalker@strategyconsultingteam.com. This publication is available for download at: <https://www.dvidshub.net/publication/1102/r2-community-link-newsletter>.

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<https://www.armyresilience.army.mil/ard/newsletter.html>



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